



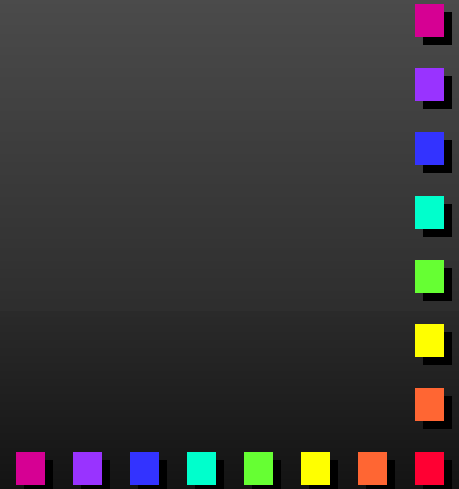
Innovation in Corporations

Productive Creativity in a Box

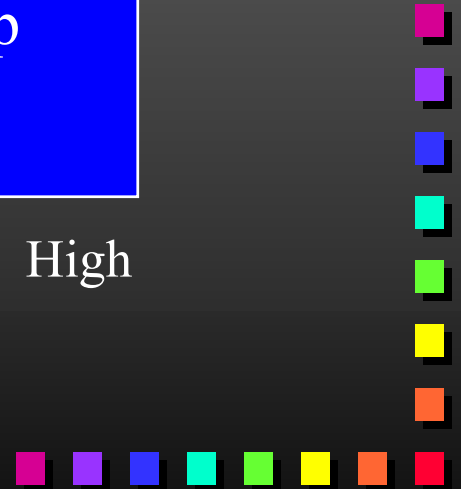
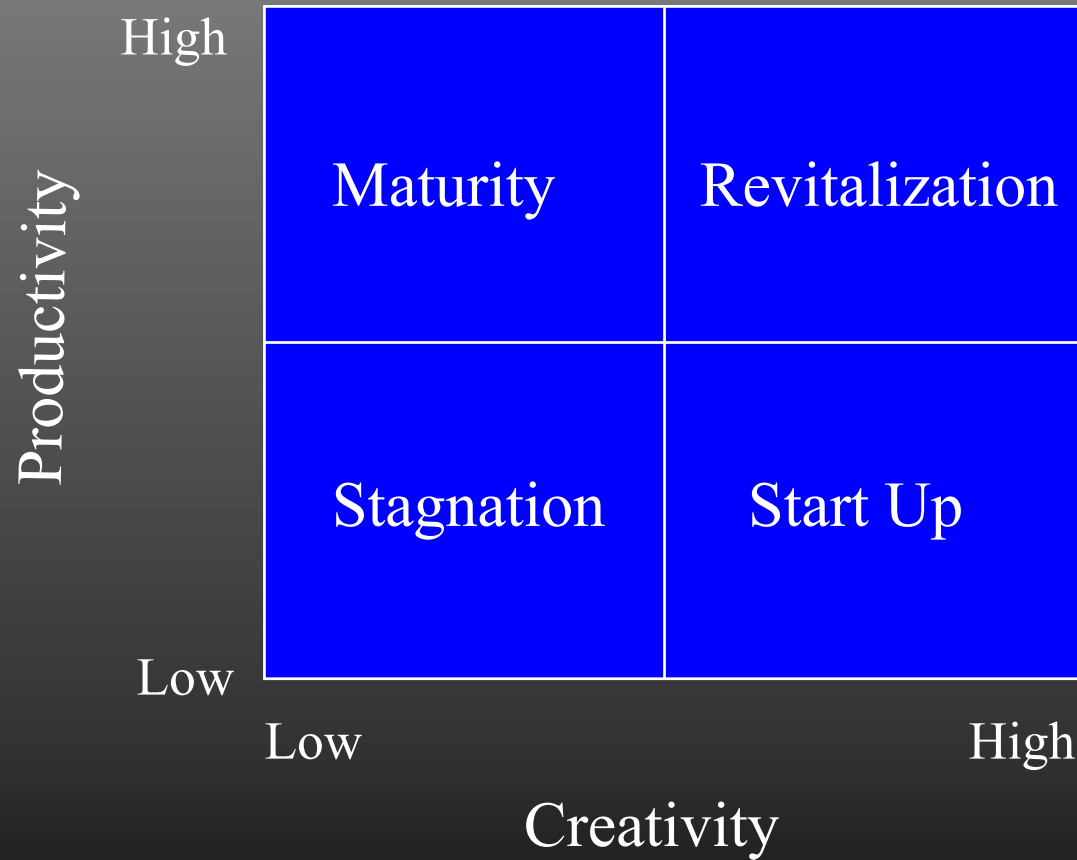


Outline

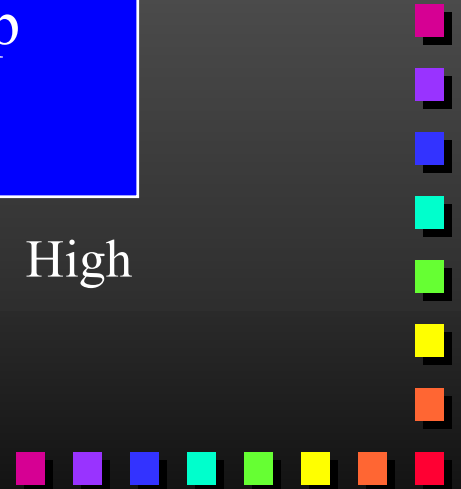
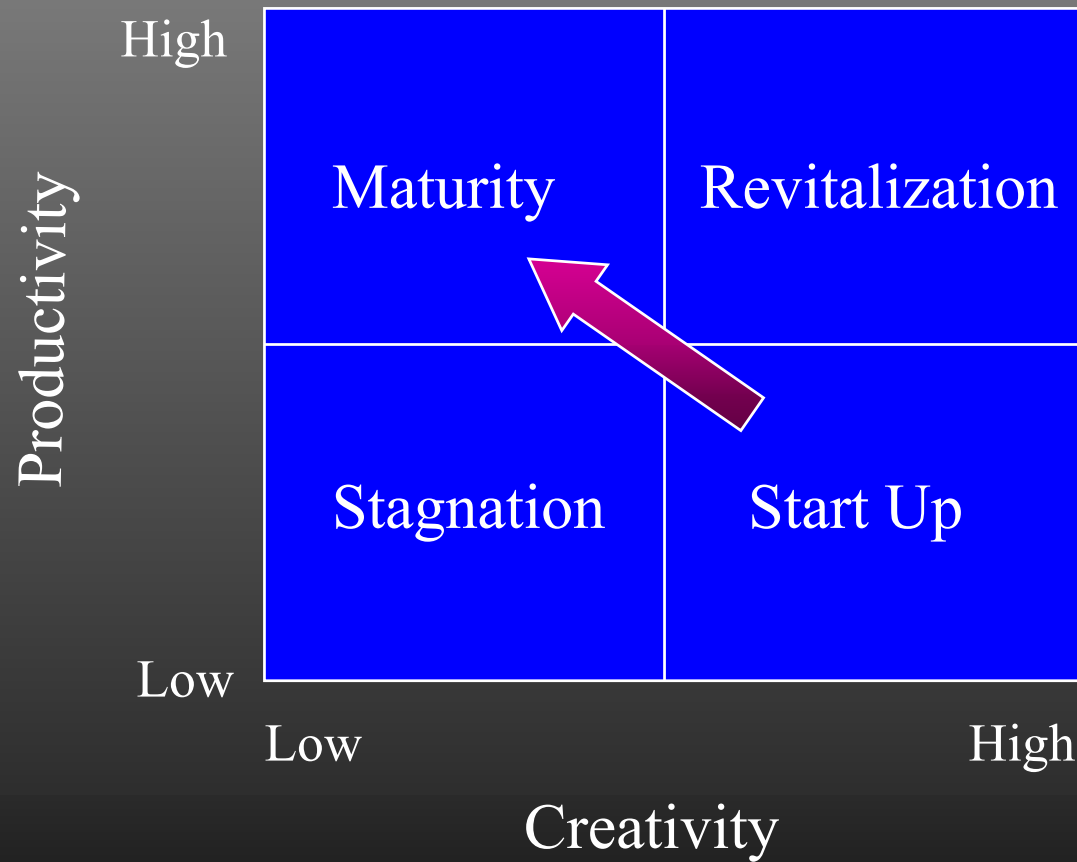
- Background
- Innovation Grid
- Patterns of Industrial Innovation
- Innovation Perspective
- Guidelines for Successful Intrapreneurship



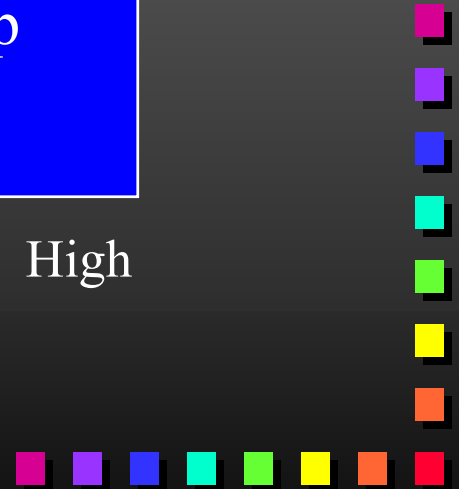
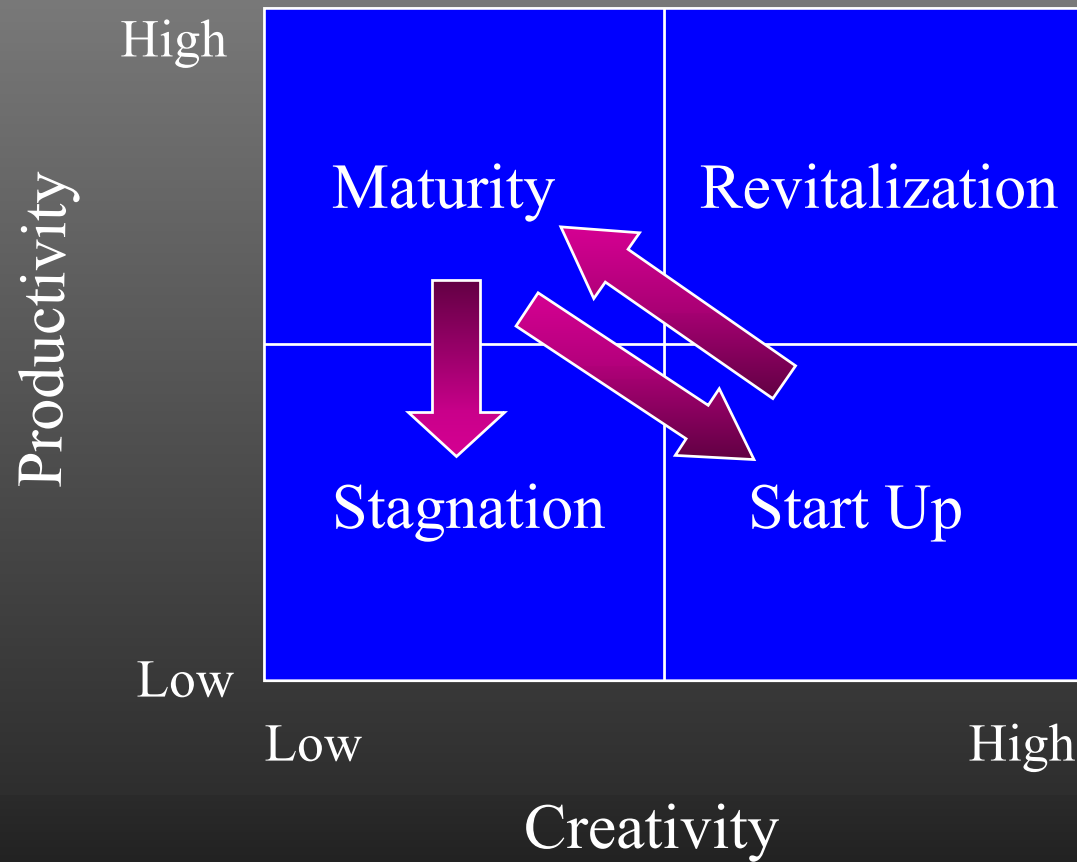
Productivity/Creativity



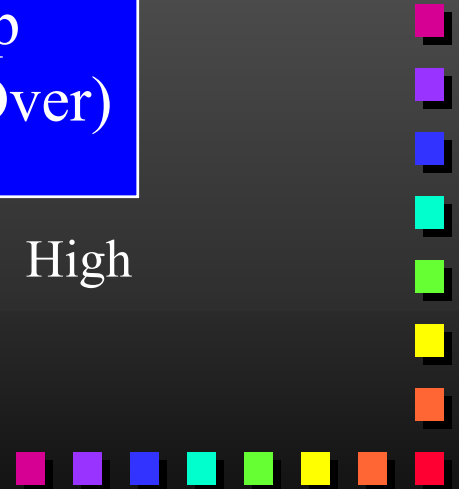
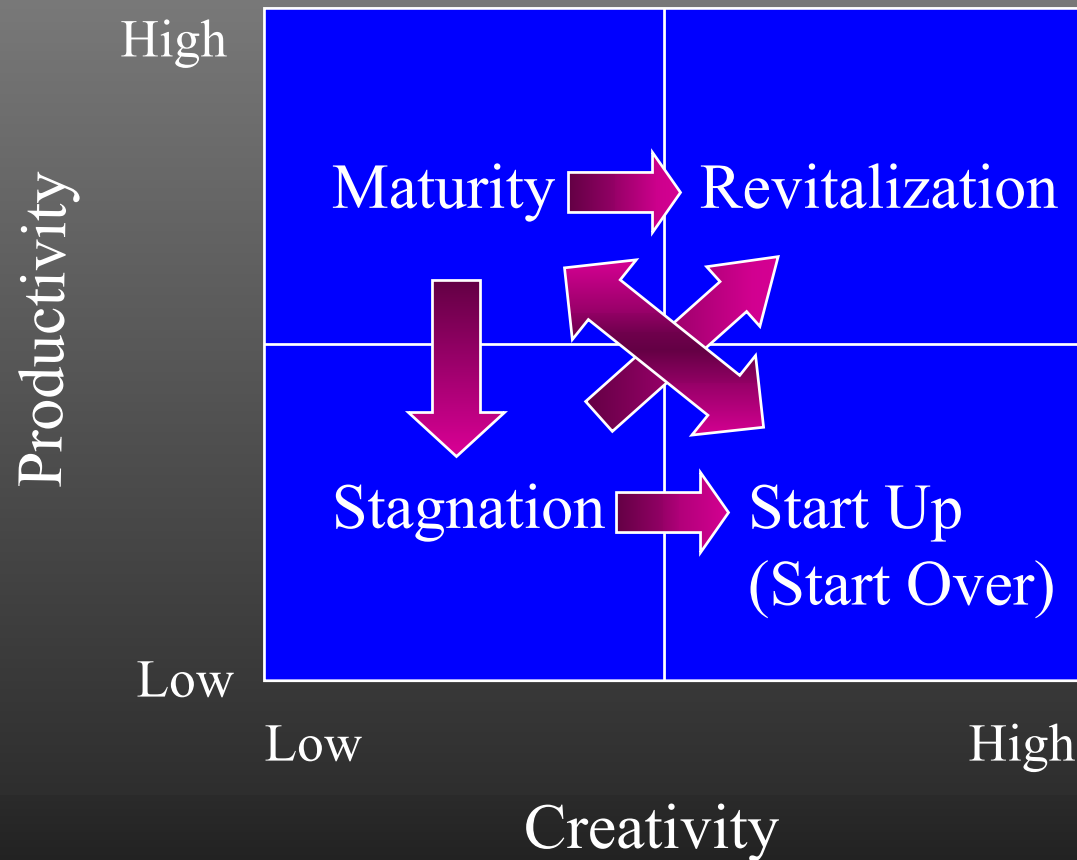
Productivity/Creativity



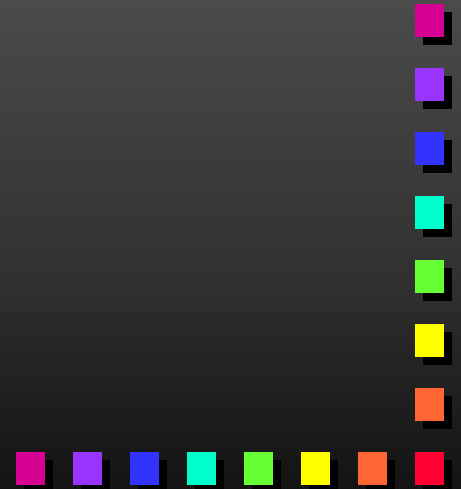
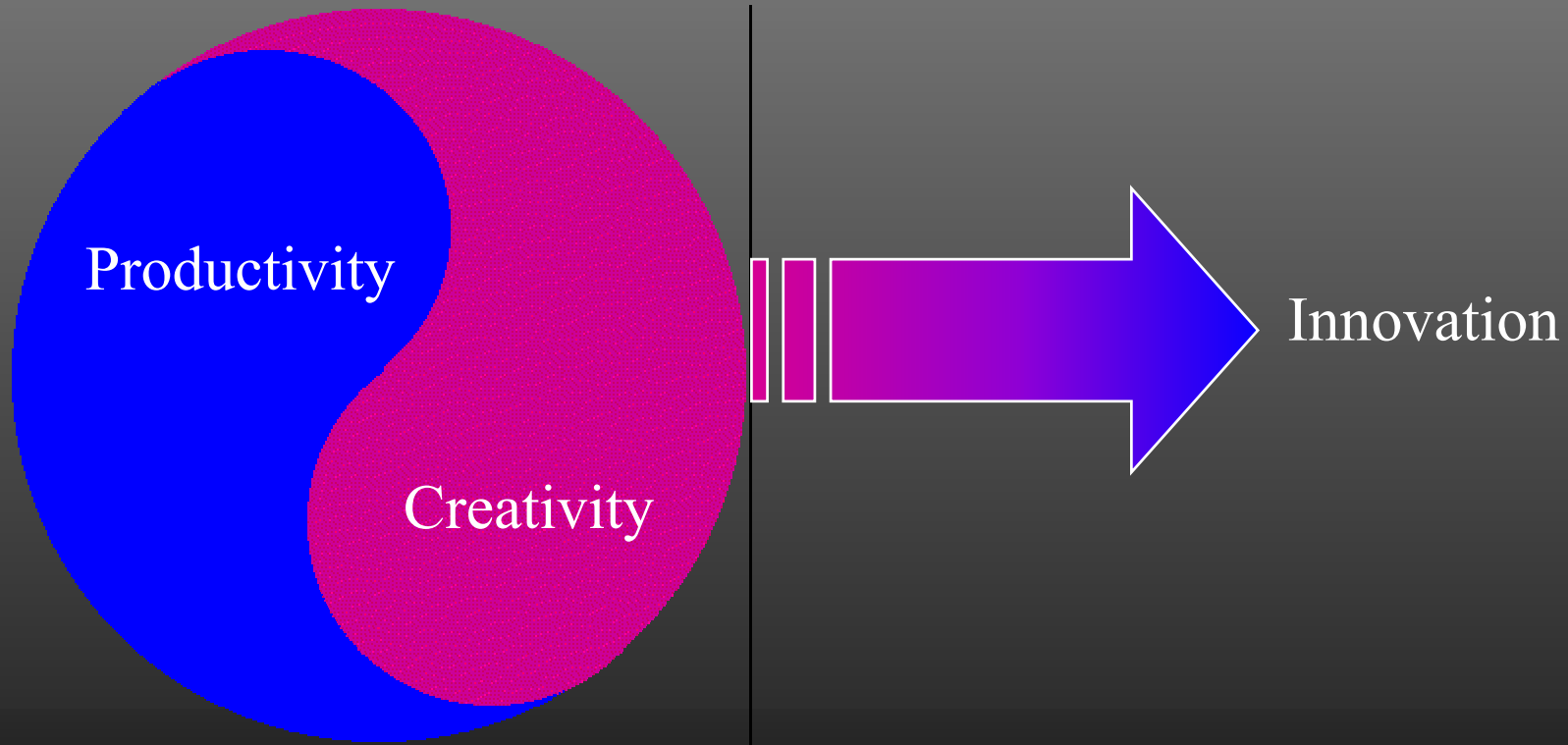
Productivity/Creativity



Productivity/Creativity



Productivity/Creativity & Innovation



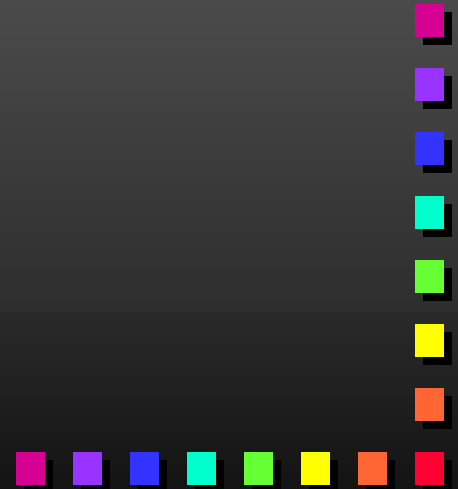
Types of Innovation

■ Nature

- Product
- Process
- Procedure

■ Class

- Incremental
- Distinctive
- Breakthrough



Nature of Innovation

■ Product

- Things interacting with things
- Customer function or form

■ Process

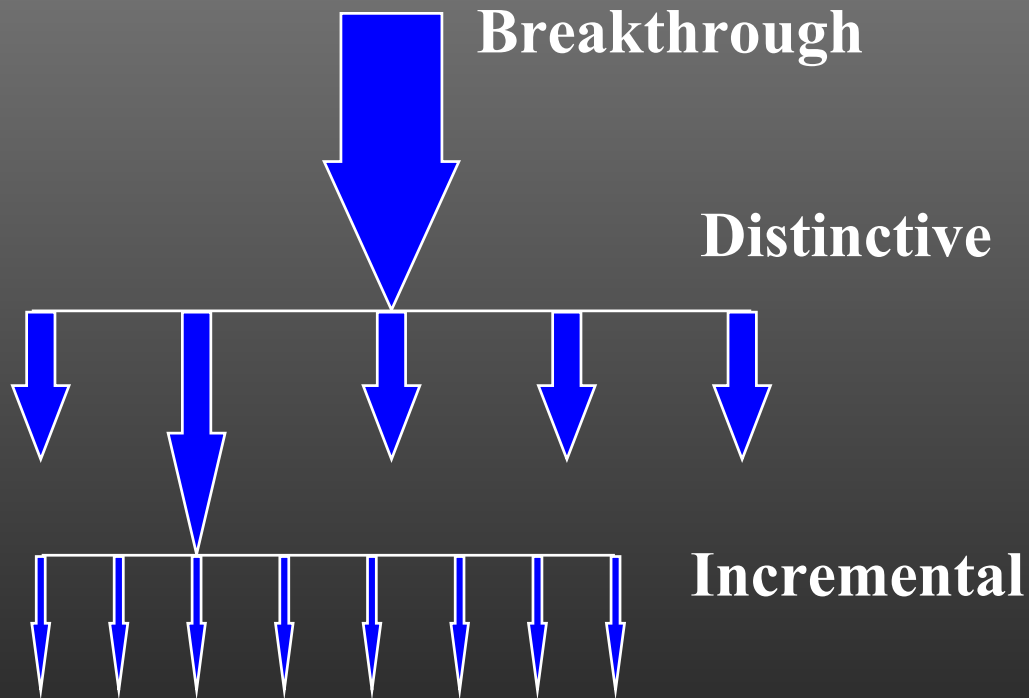
- People interacting with things
- Way product is developed, produced, distributed, etc.

■ Procedure

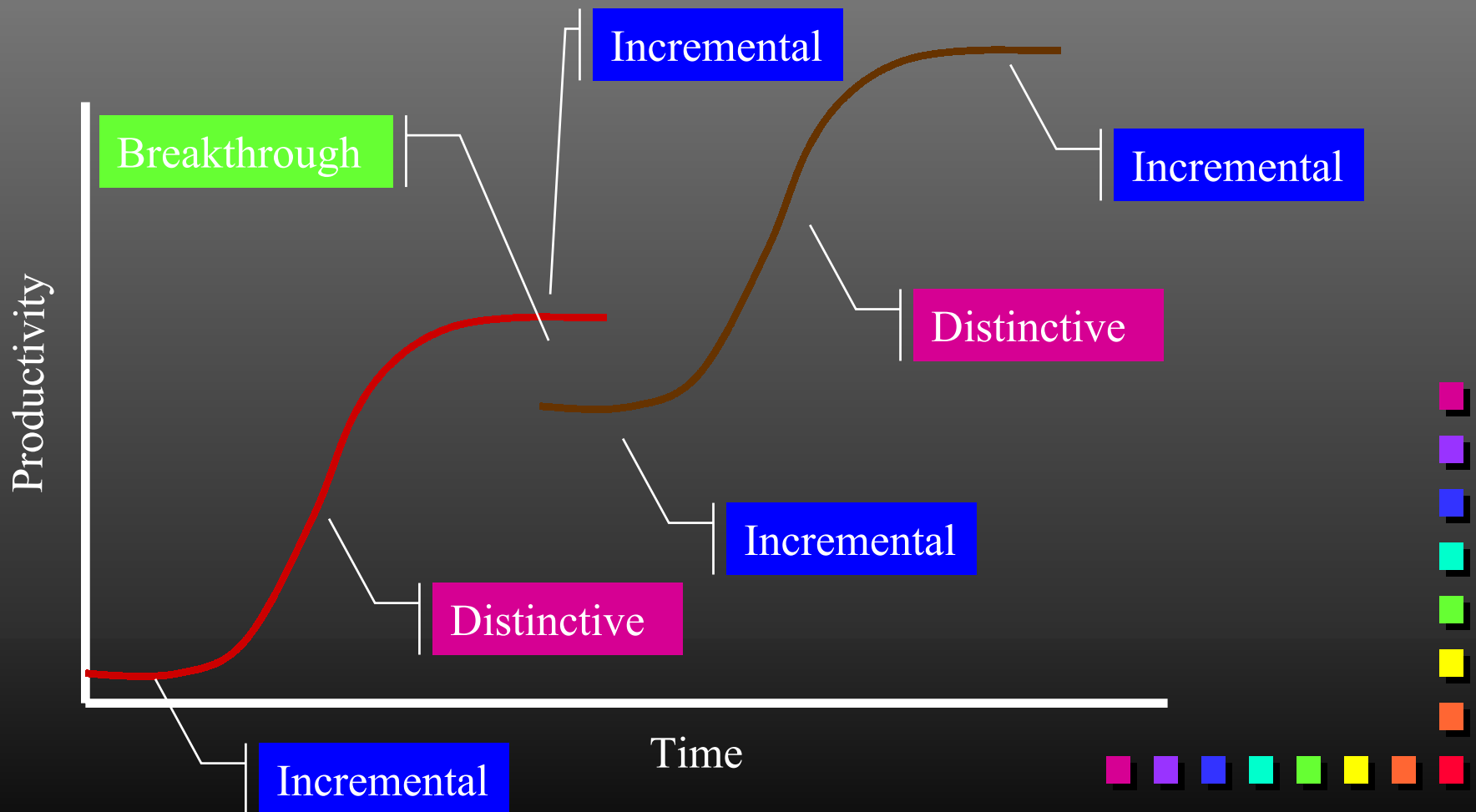
- People interacting with people
- How products and processes are integrated into the enterprise



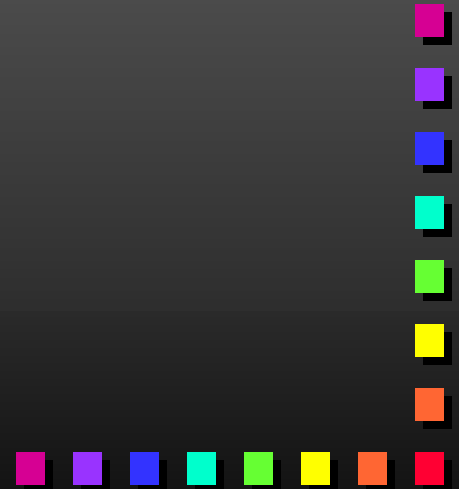
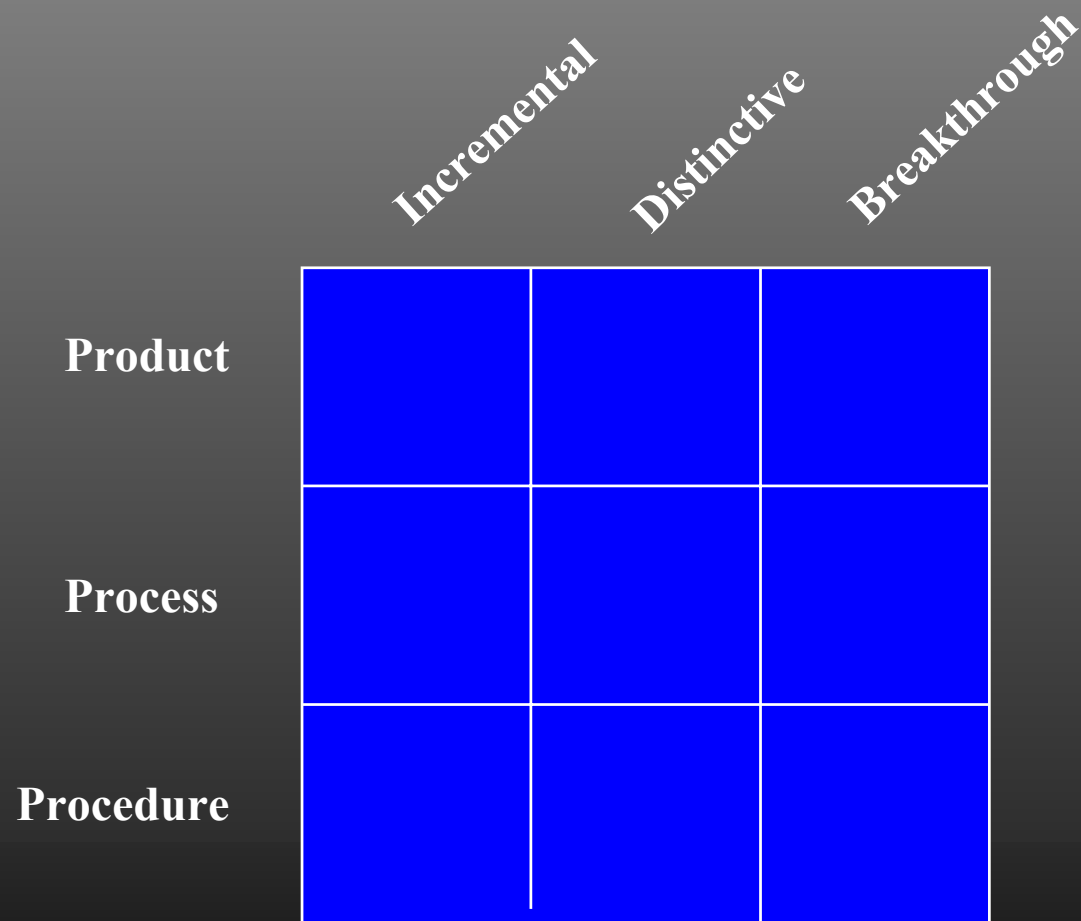
Class of Innovation



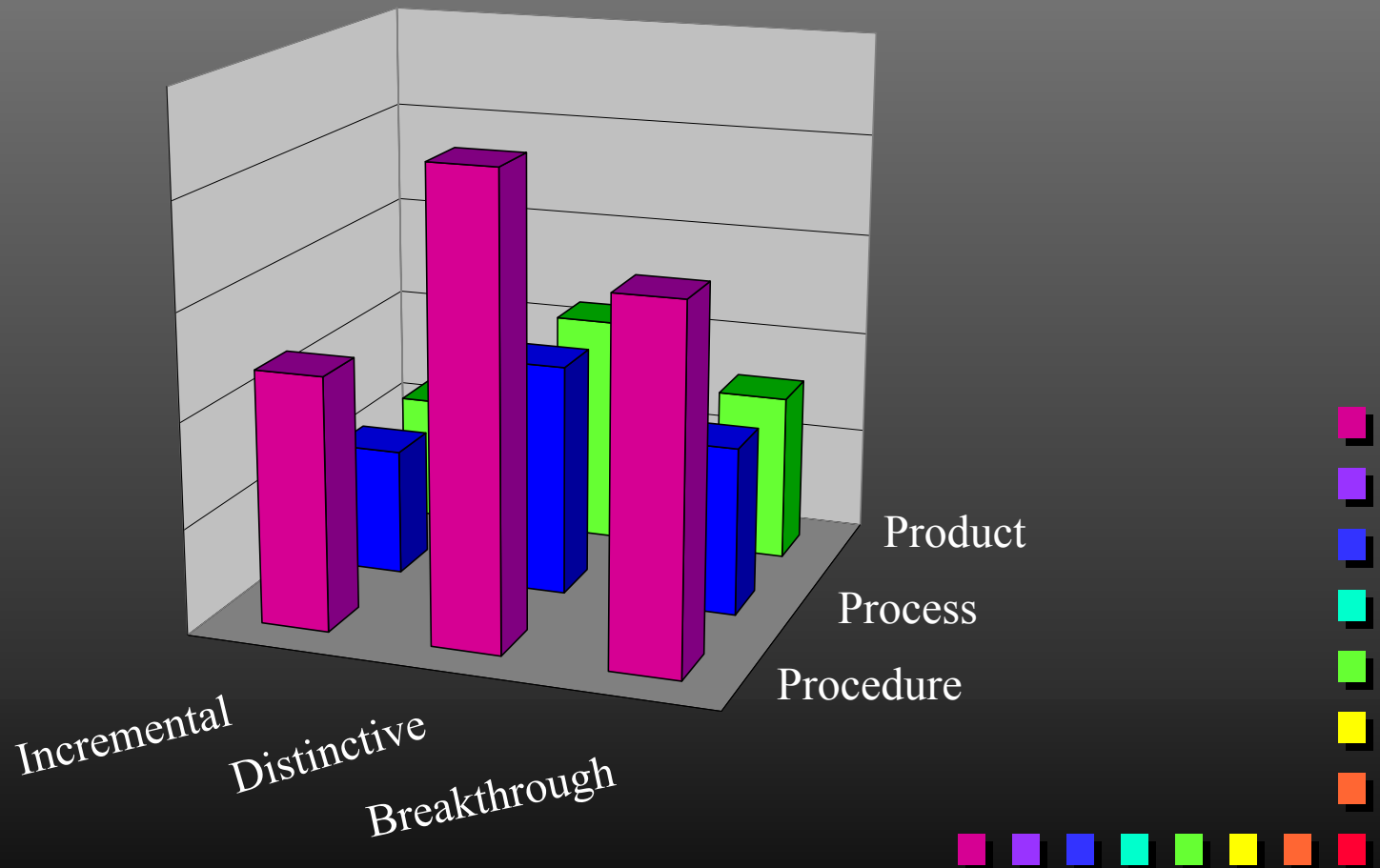
The S-Curve and Innovation



Innovation Grid

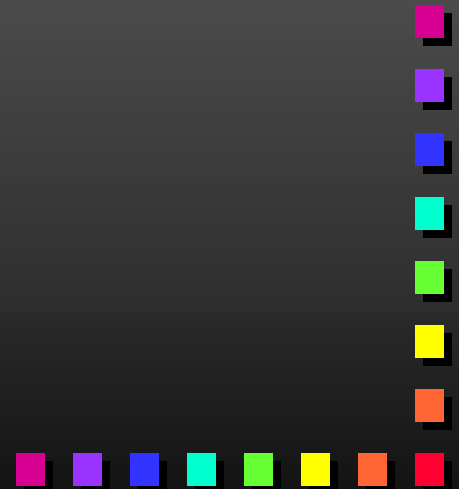


IBM Austin Cultural Change Program

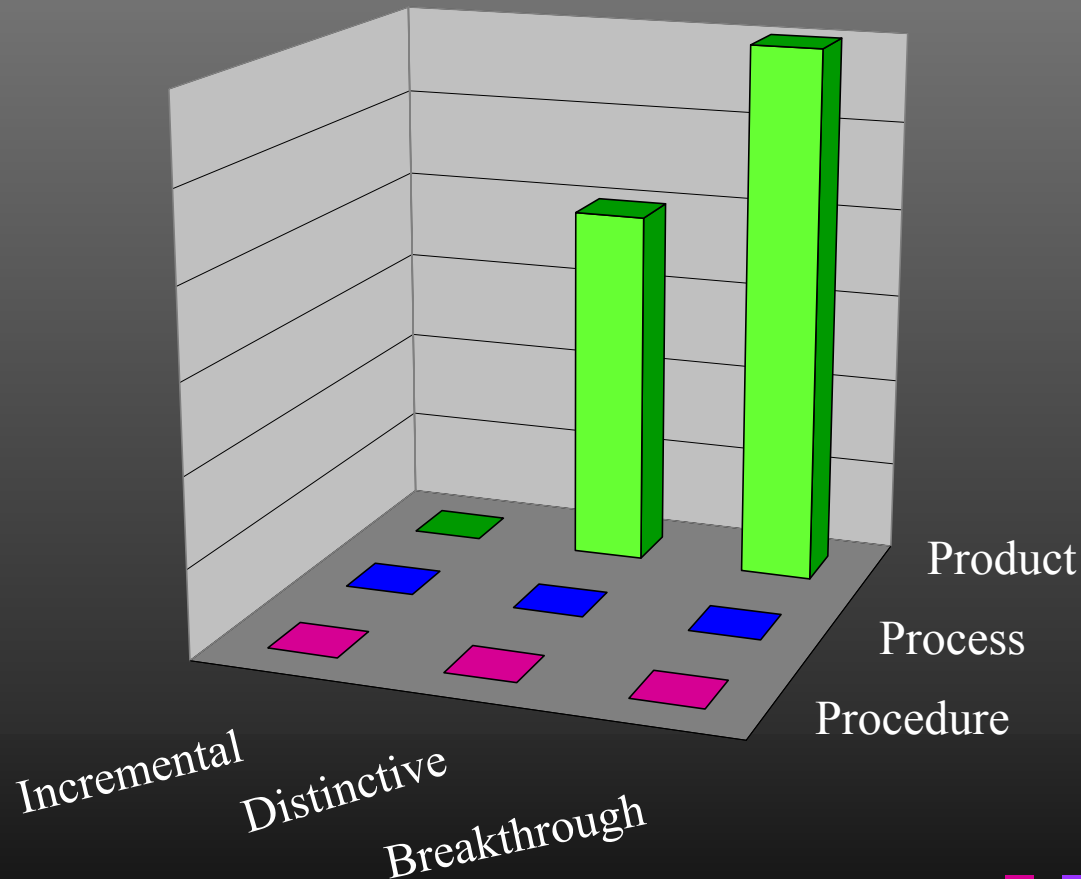


Automotive History

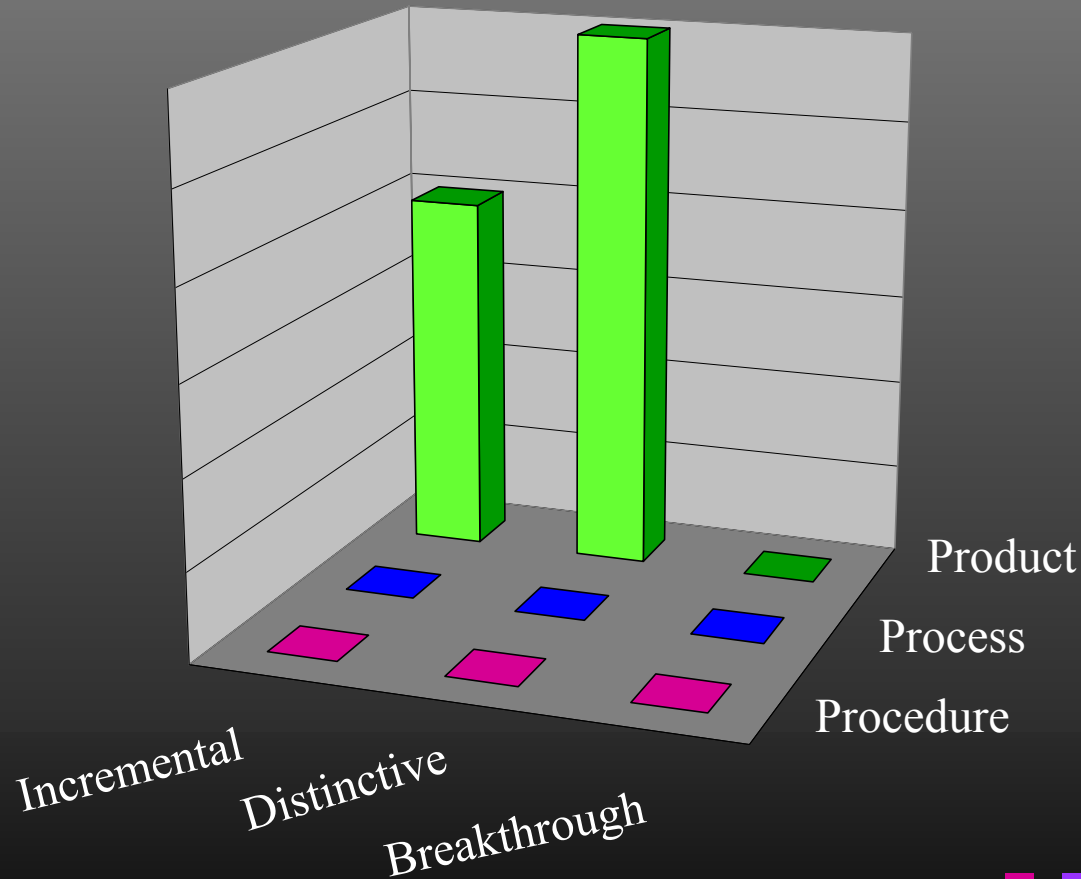
- Experimenters & Hobbyists
- Search & Learn
- A Car for Everyone
- Living Room on Wheels
- Synthesizing Market Demands
- Life Style on Wheels



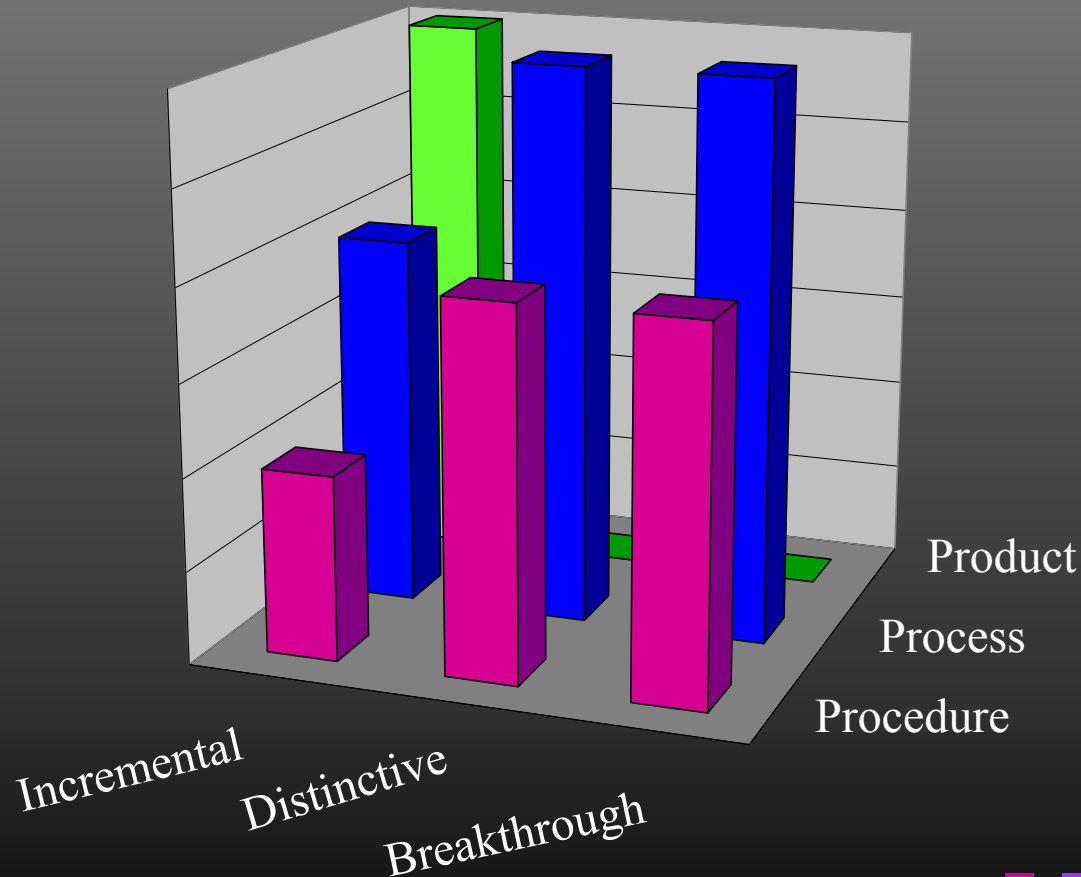
Automotive History: Experimenters & Hobbyists



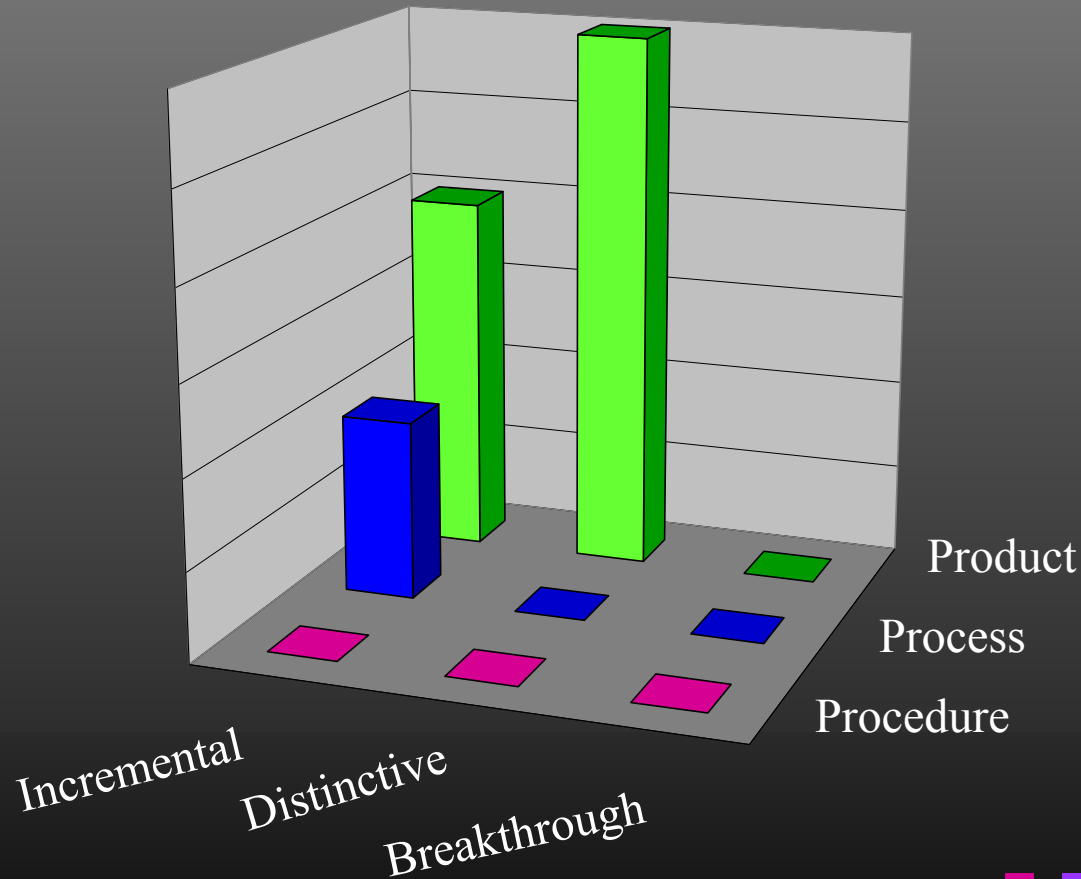
Automotive History: Search & Learn



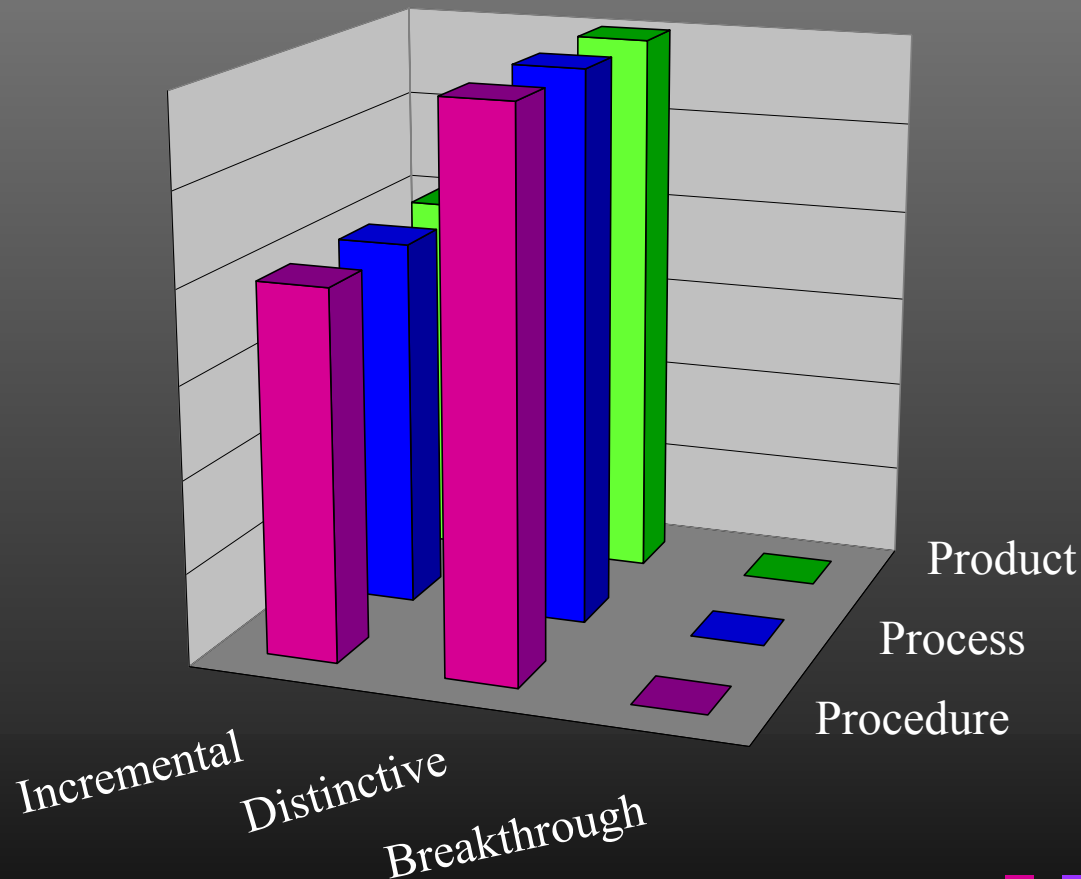
Automotive History: A Car for Everyone



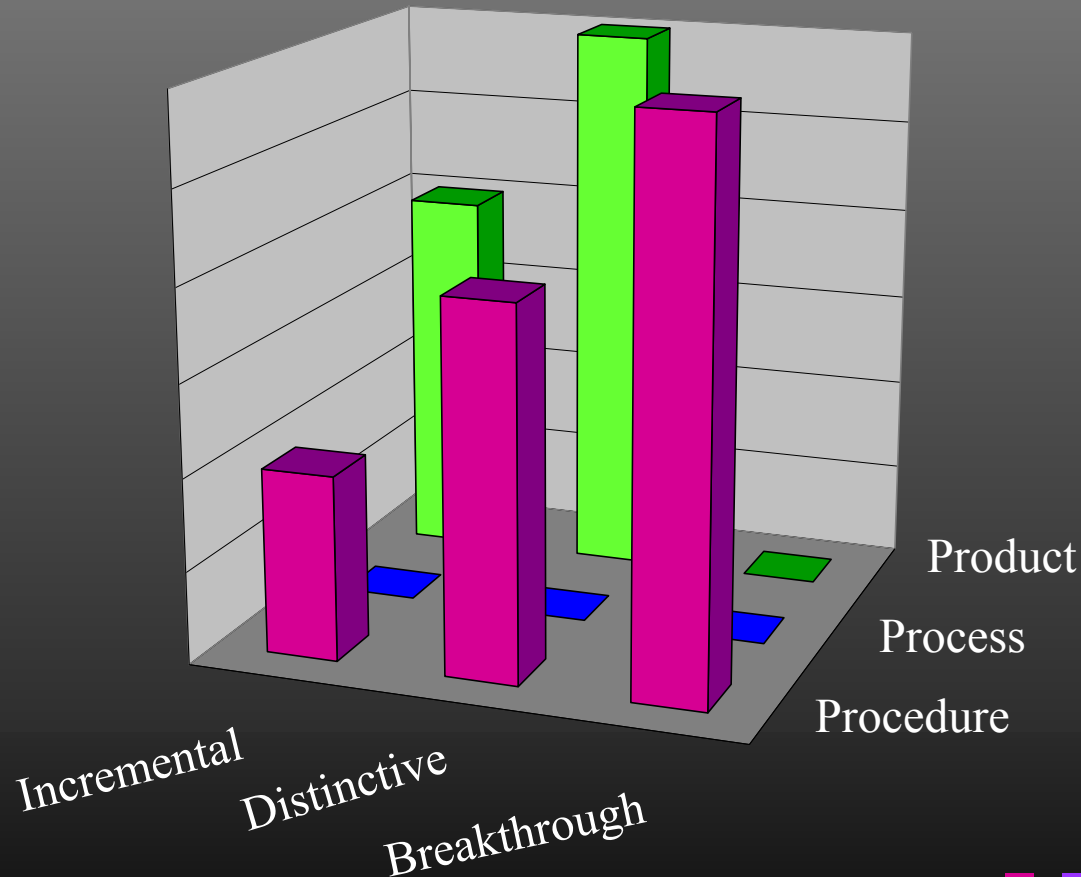
Automotive History: Living Room on Wheels



Automotive History: Synthesizing Market Demands



Automotive History: Life Style on Wheels

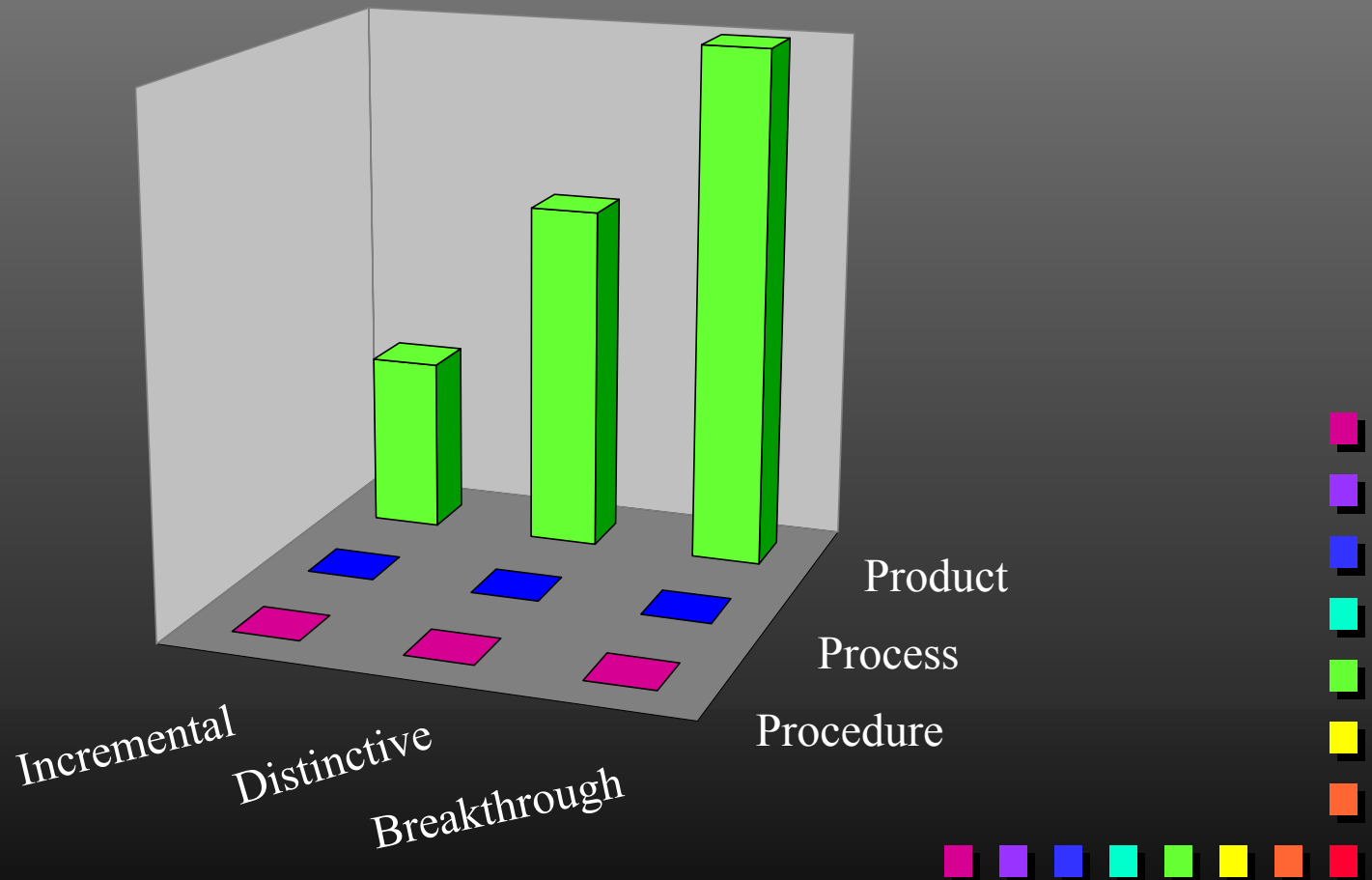


Personal Computer History

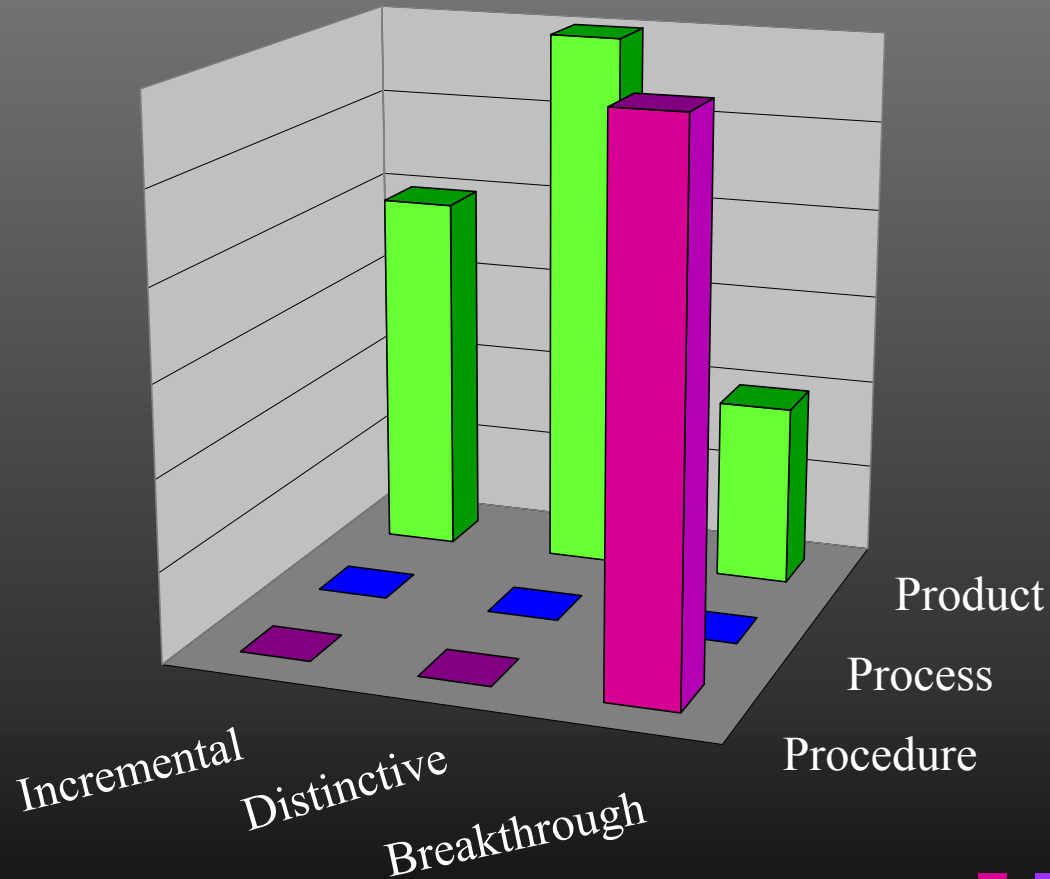
- PC (1970s): Researchers & Hobbyists
- PC (1981-1986): Market Development
- PC (1987-1993): Cloning
- PC (1993-1995): Market Expansion
- PC (1995-?): Windows on the World



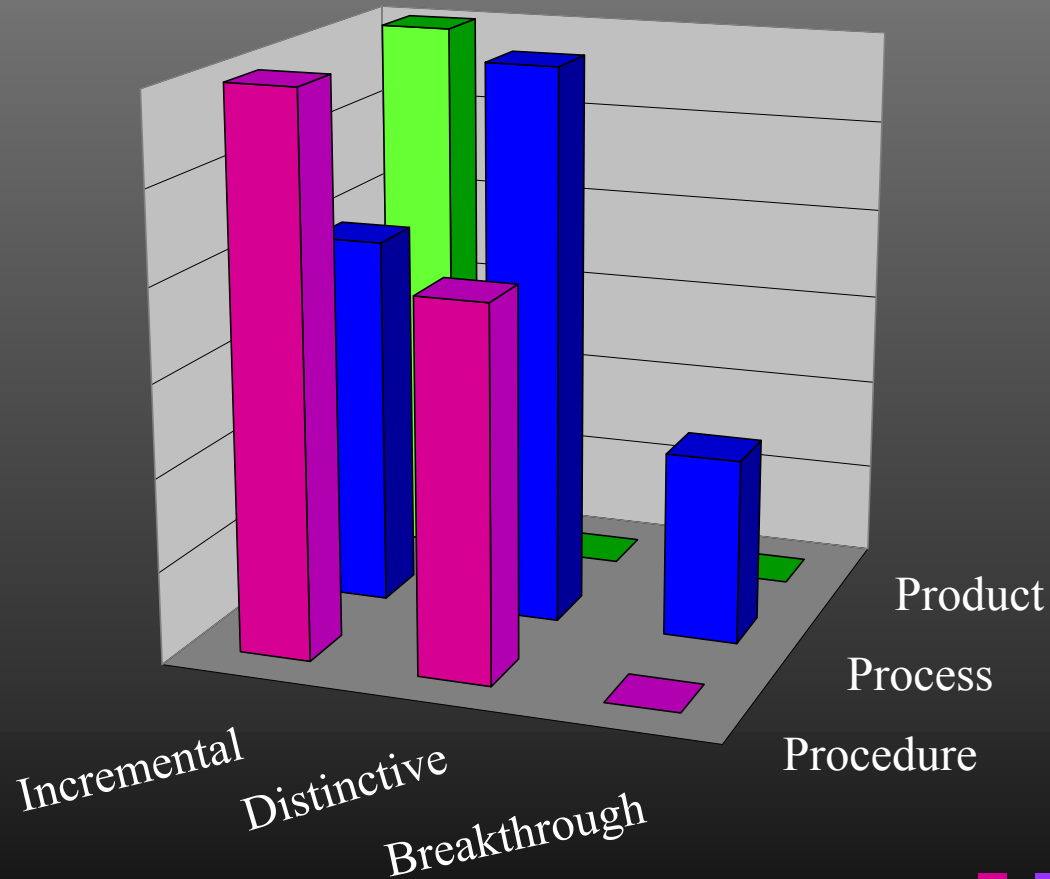
PC (1970s): Researchers & Hobbyists



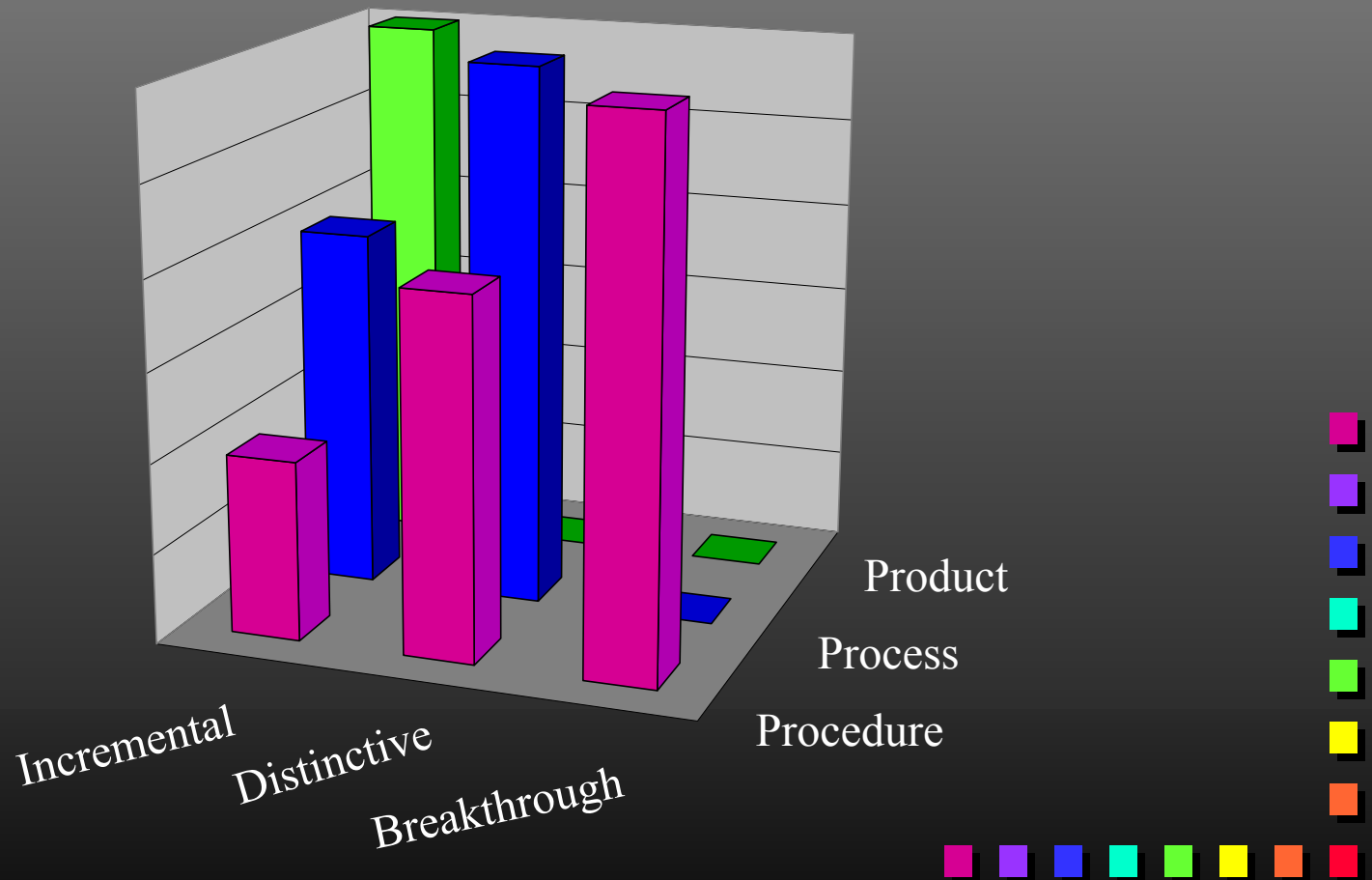
PC (1981 - 1986): Market Development



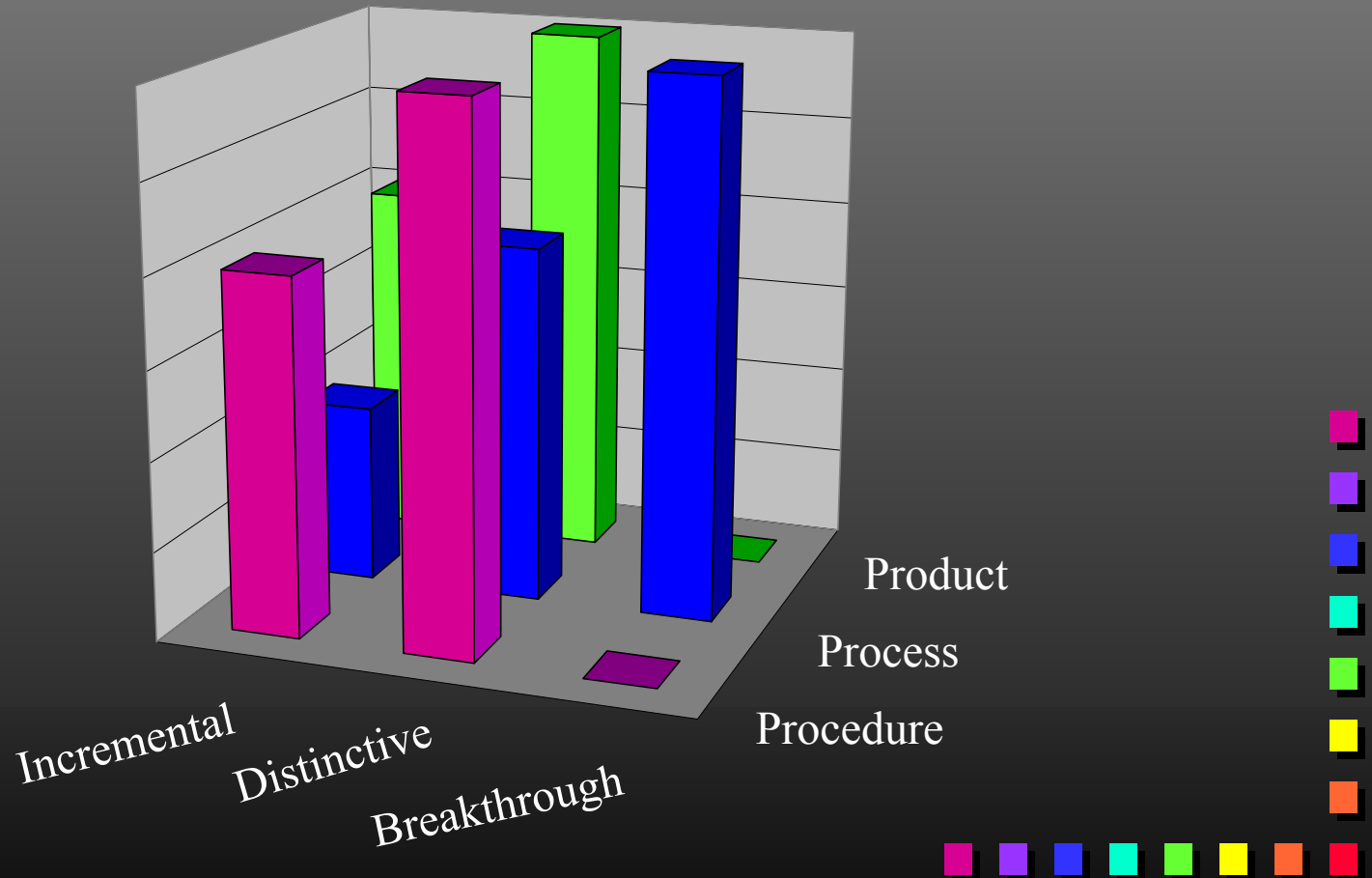
PC (1987 - 1993): Cloning



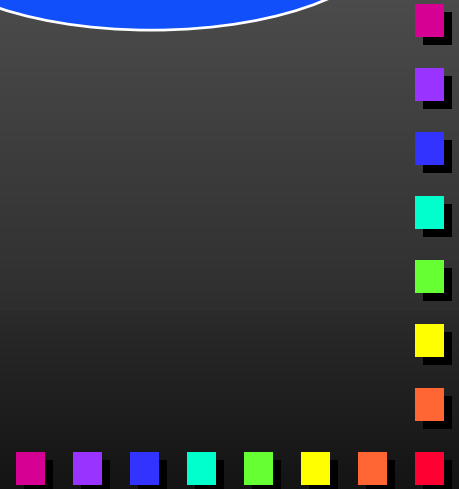
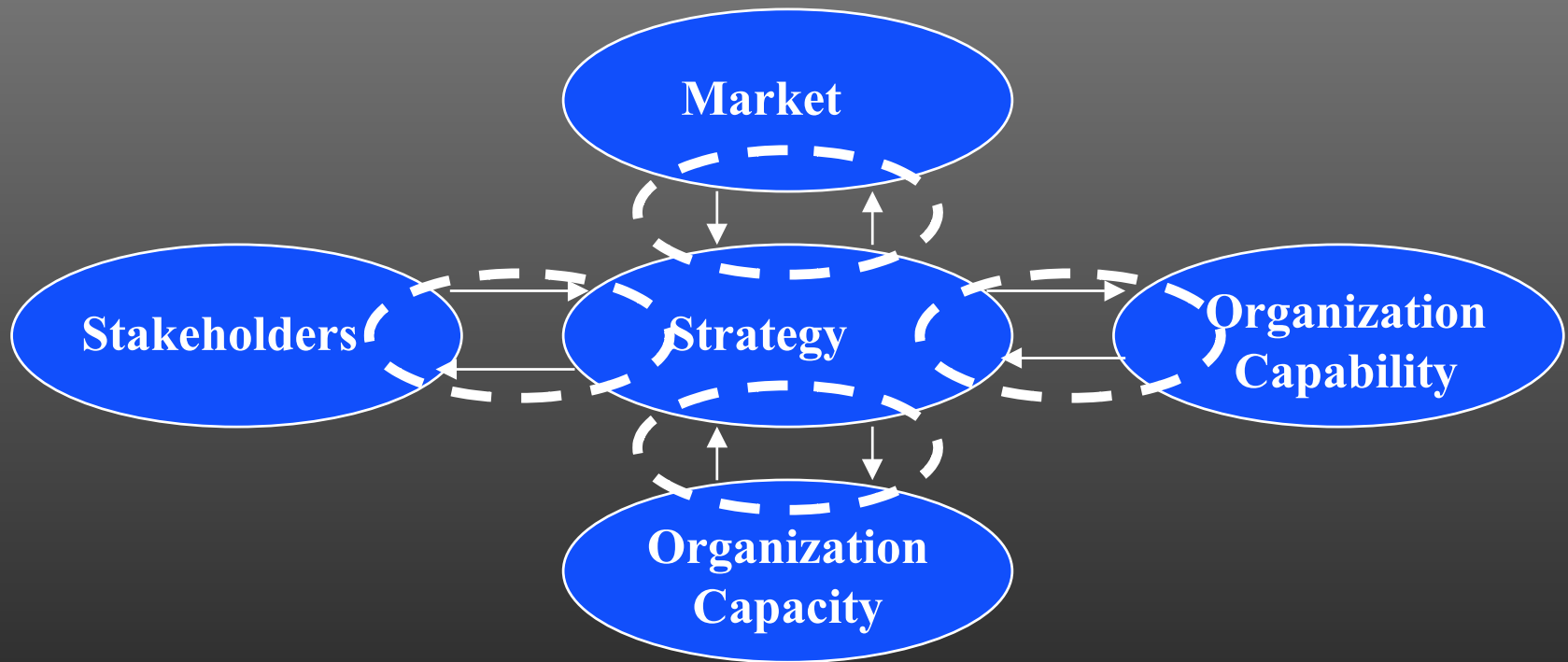
PC (1993 - 1995): Market Expansion



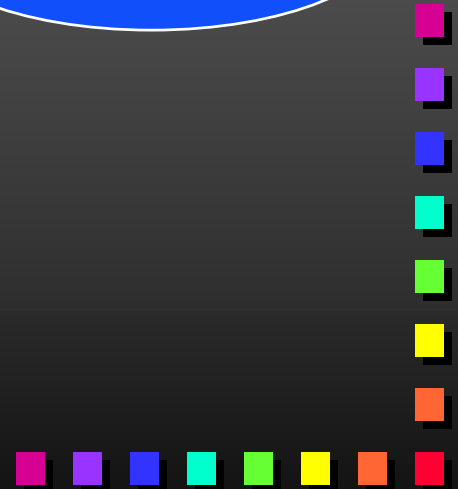
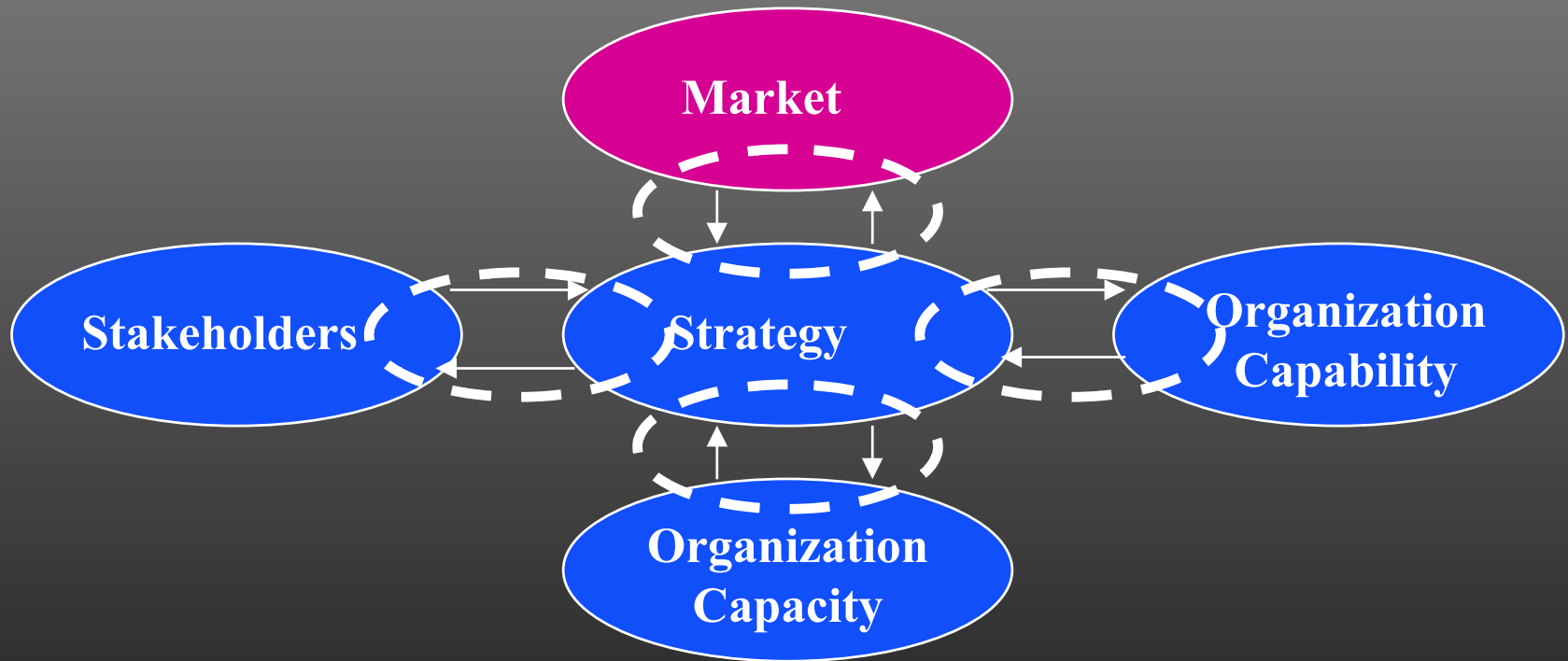
PC (1995 - ?): Windows on the World



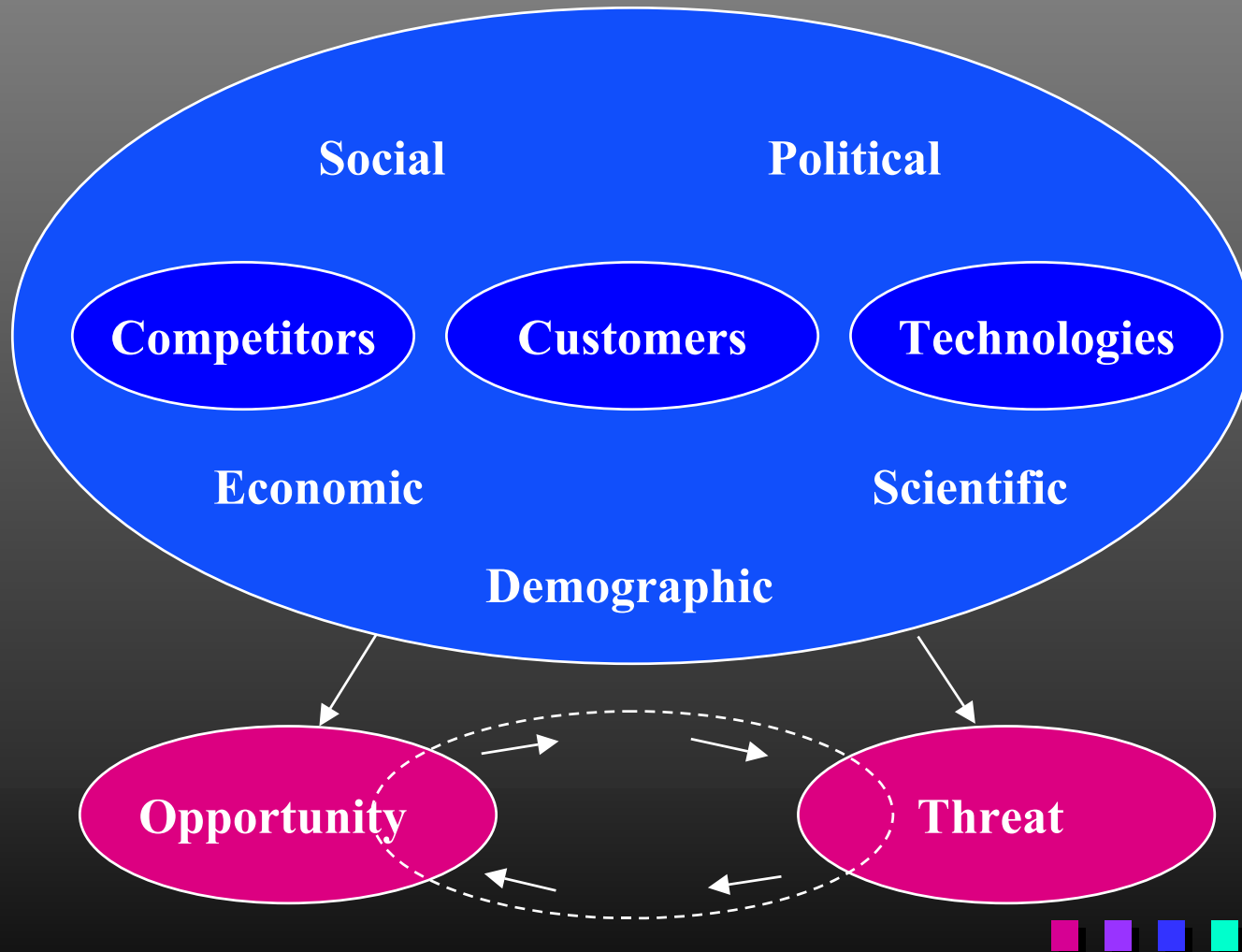
Innovation Perspective



Innovation Perspective



The Market



Customers

- Present Customers
- Identified Potential Customers
- Unidentified Potential Customers



Competition

- Direct
- Indirect
- Structural

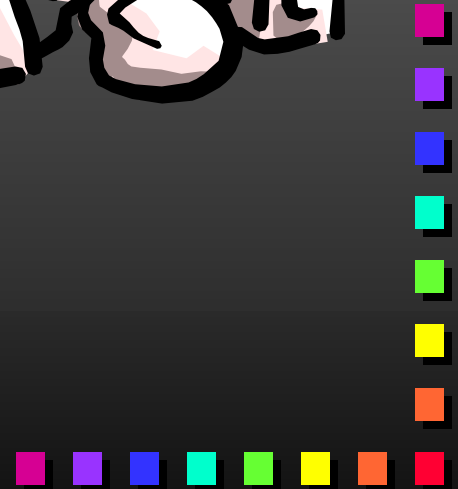
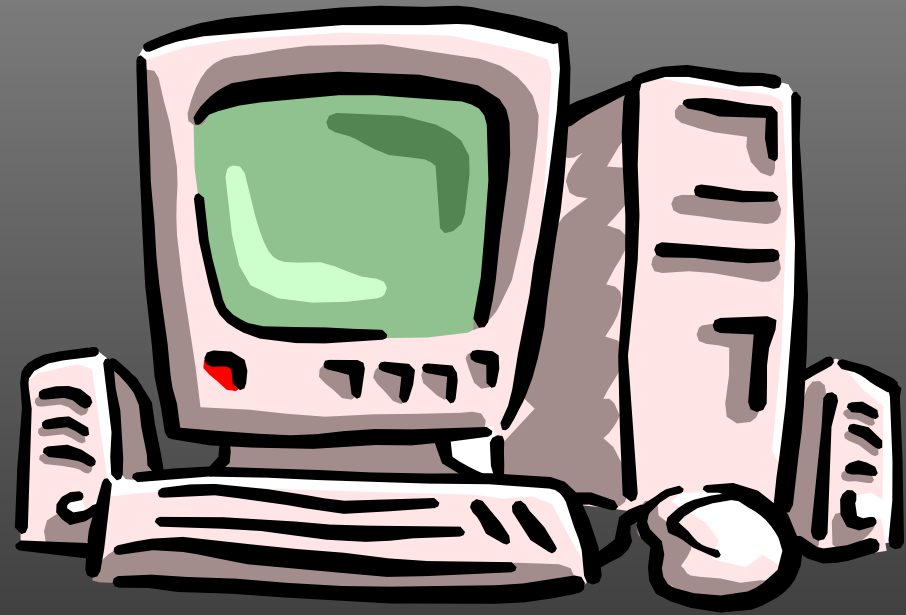


"NO! I can't be bothered to see any crazy salesman—
We've got a battle to fight!"

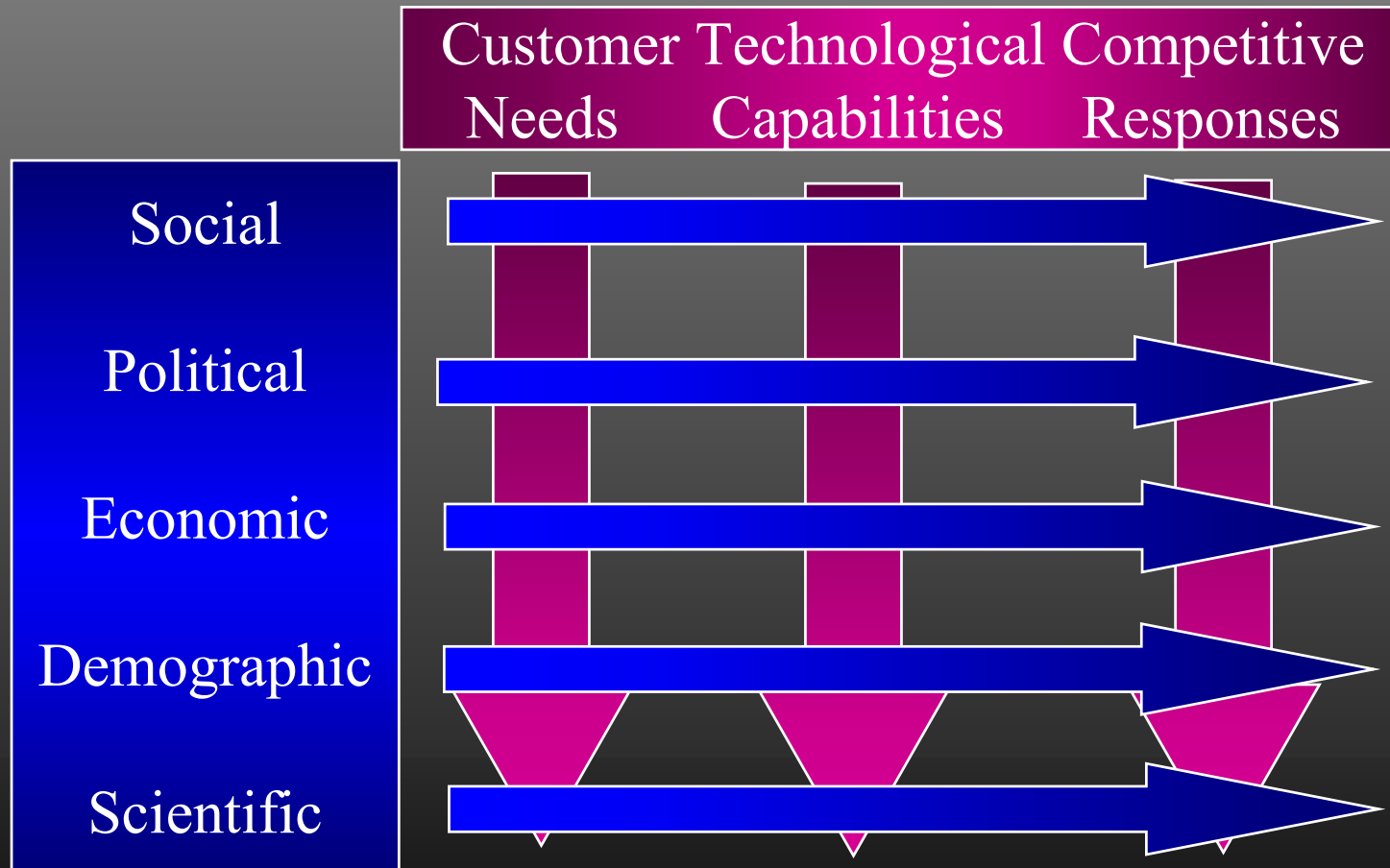


Technology

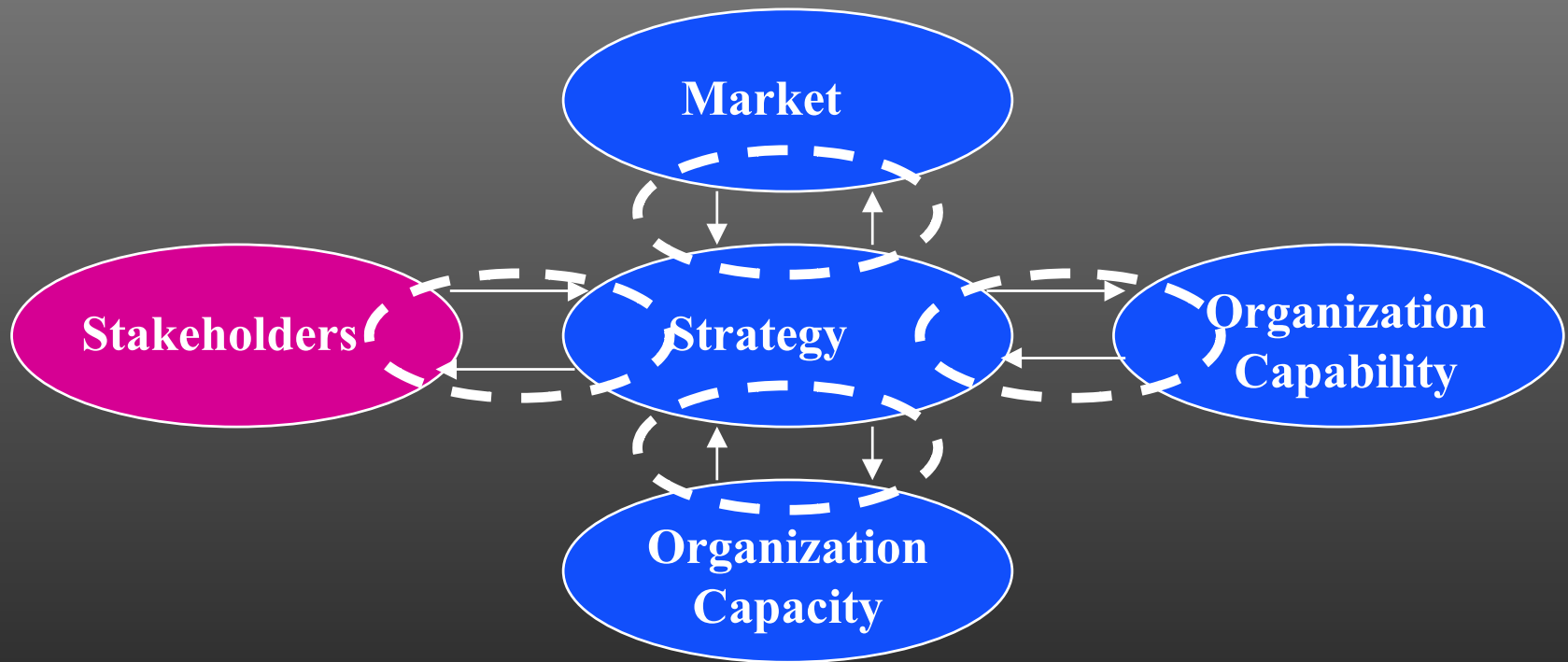
- Embedded
- Supportive
- Enabling



Driving Forces for Change

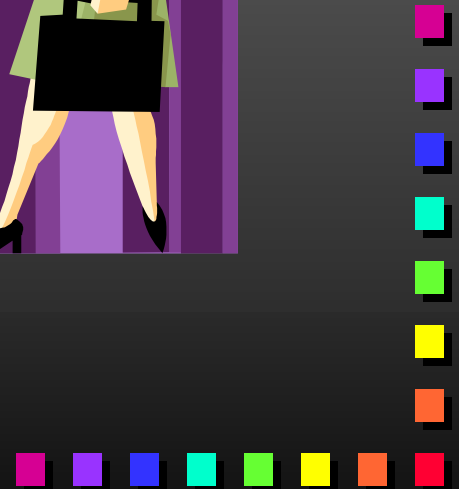


Innovation Perspective

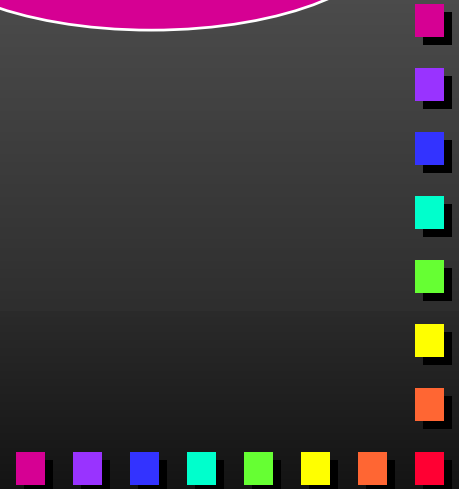
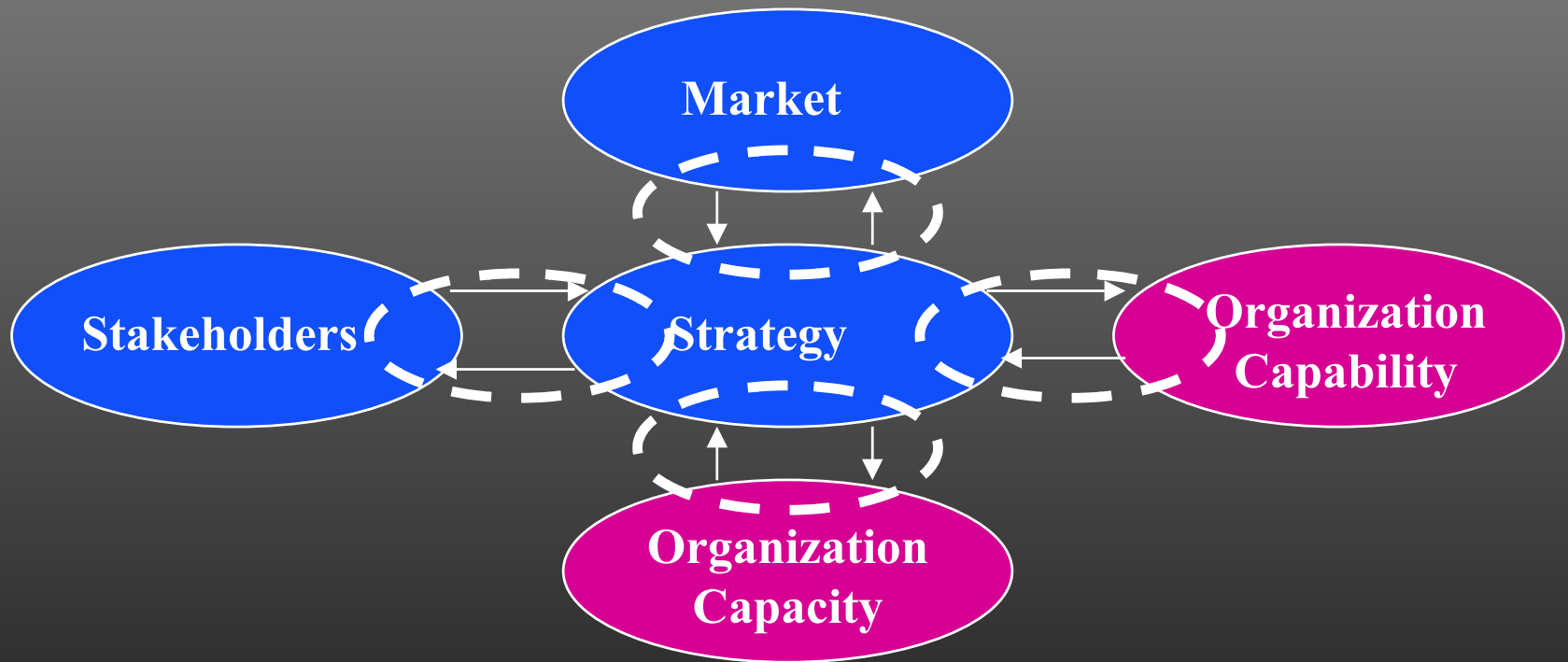


Stakeholders

- Stockholders
- Employees
- Customers
- Suppliers
- Strategic Partners
- Communities



Innovation Perspective

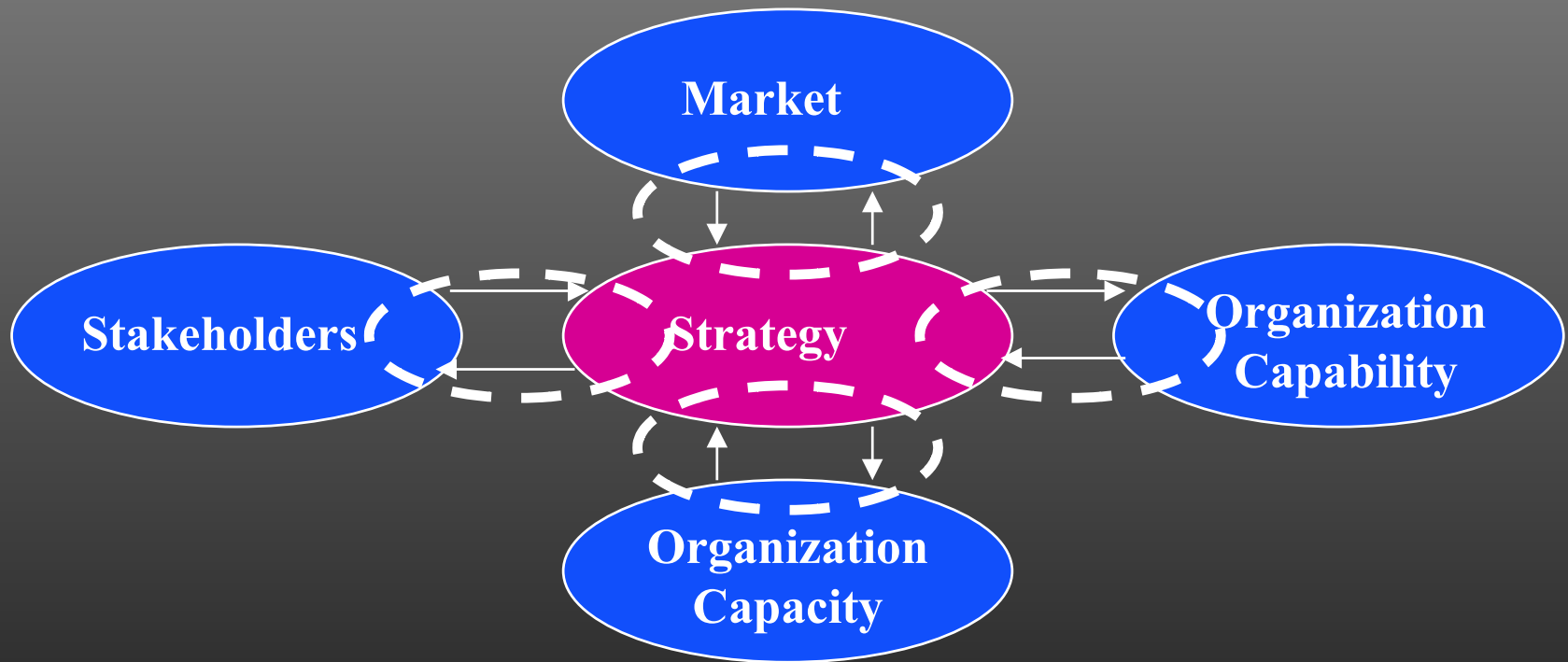


The Organization

- Projects
- Resources
 - Capital
 - People
 - Strategic Relationships
 - Facilities, Equipment and Land
 - Knowledge
- Culture

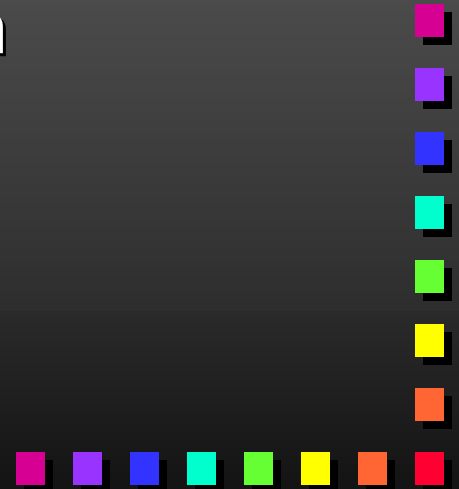


Innovation Perspective



Strategy

- Organization Dependent
- Provides Competitive Differentiation
- Way to Capitalize on the Opportunity
- How to Minimize or Avoid Threats
- Effectively Utilizes the Organization
- Satisfies Stakeholders

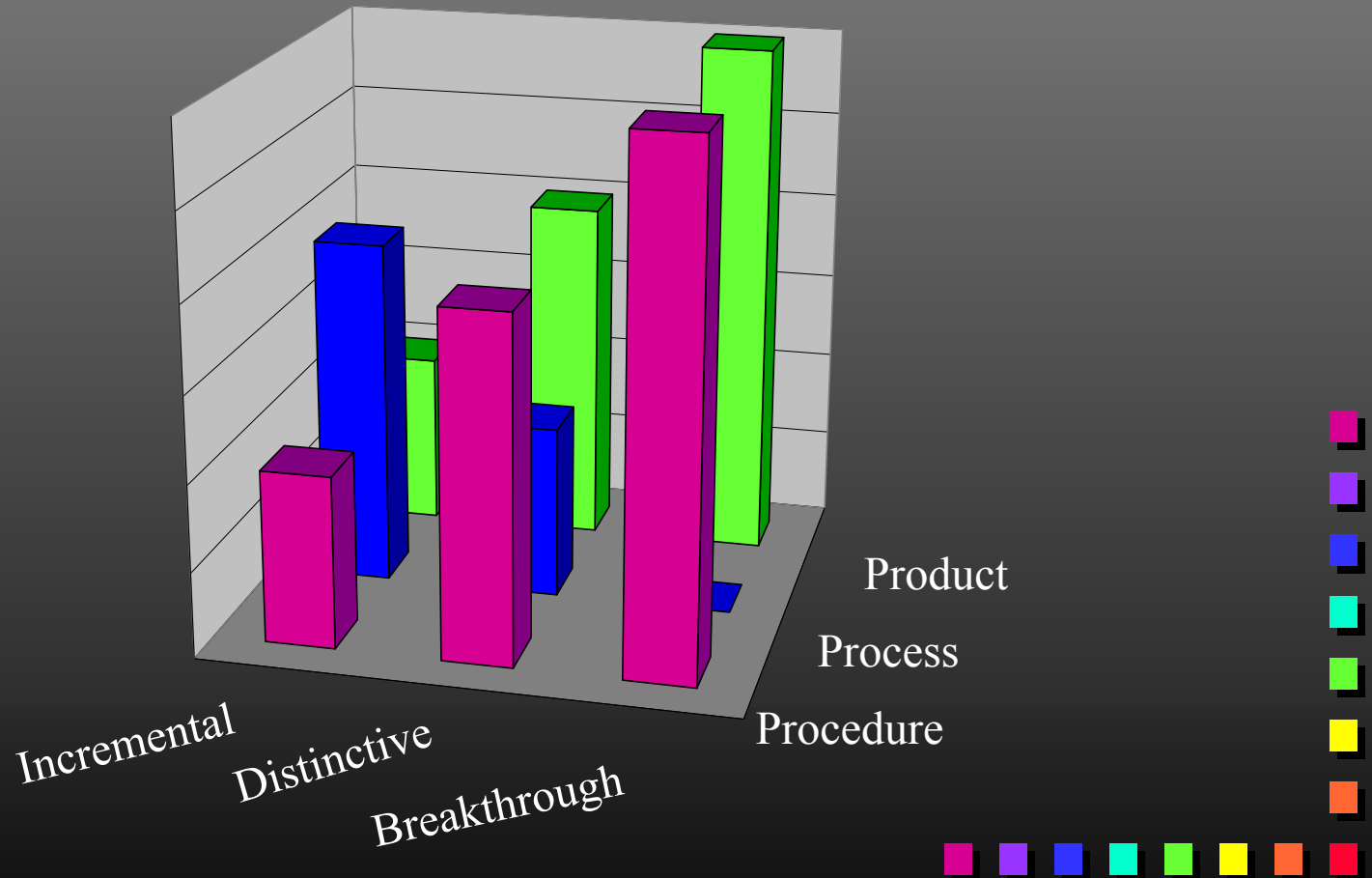


Strategic Plan

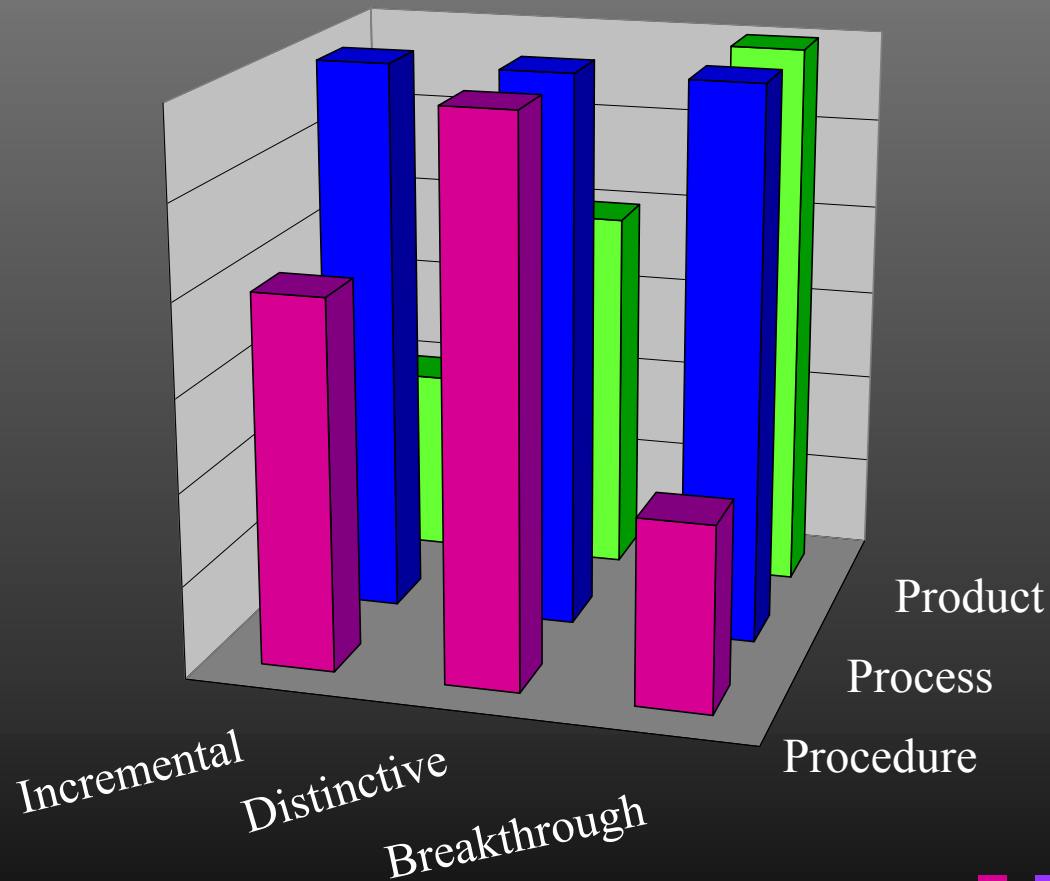
- Vision
- Mission
- Goals
- Values
- Strategies



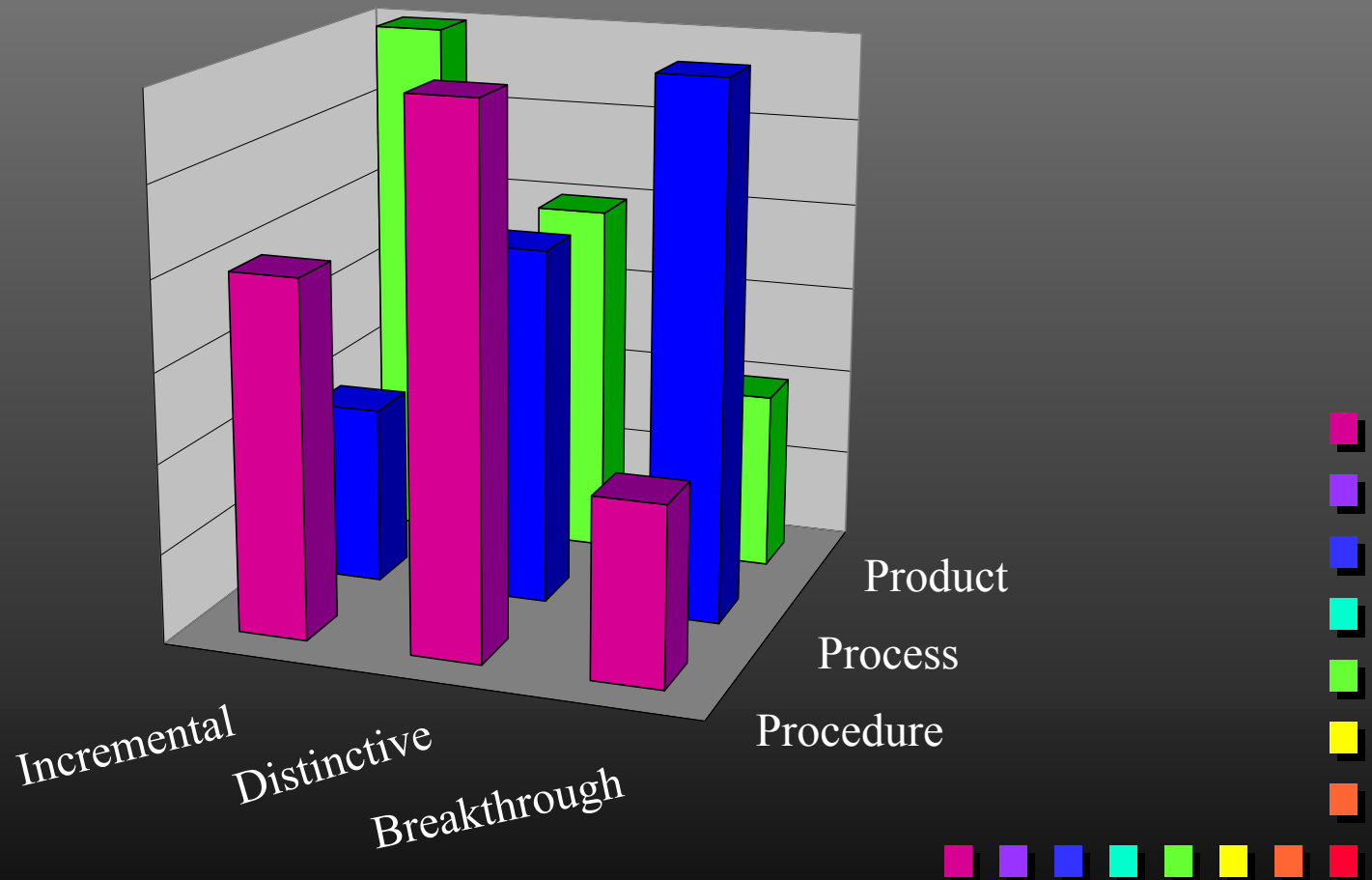
IBM Instruments: Strategy



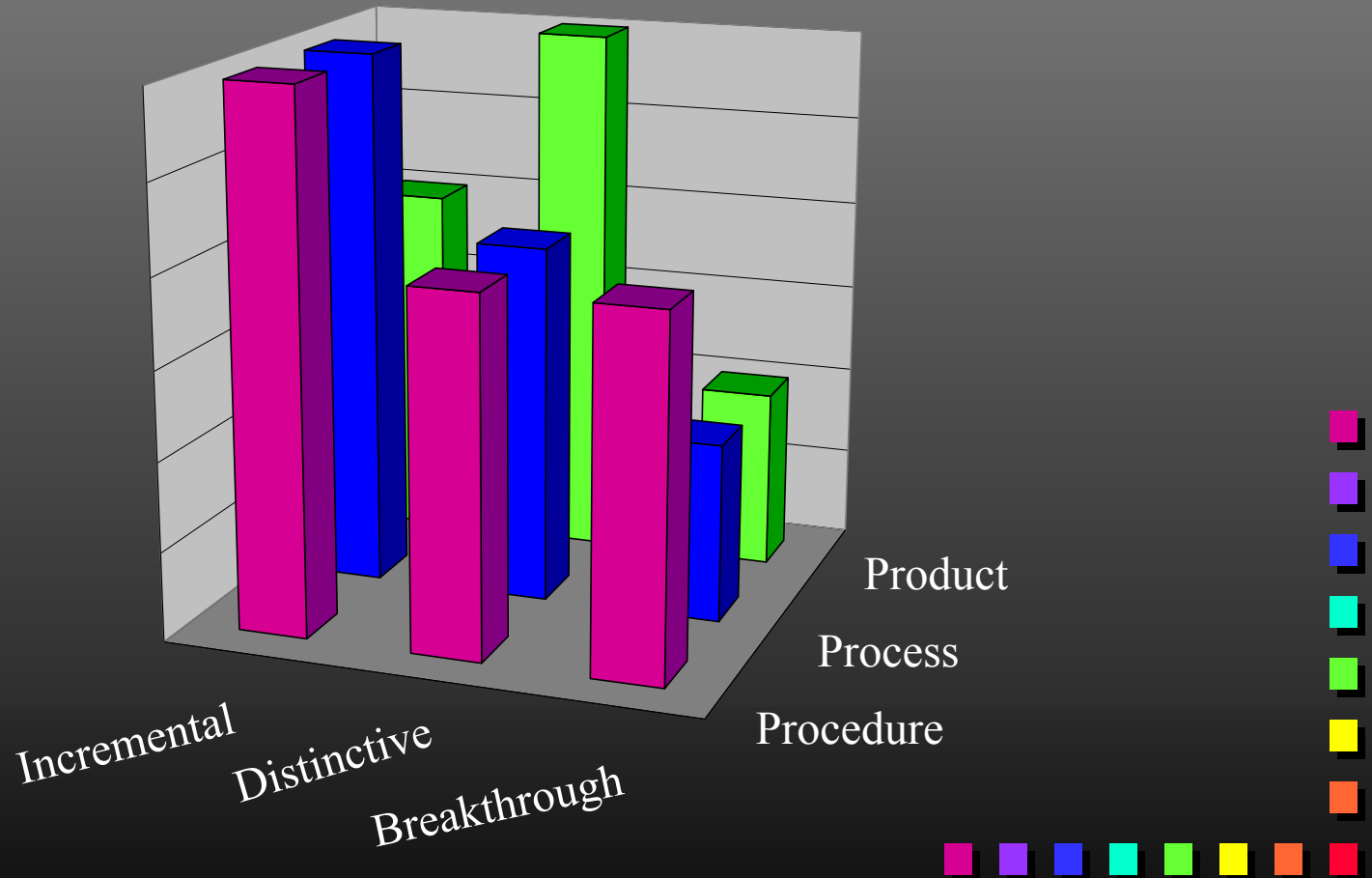
IBM Instruments: Technological Capability



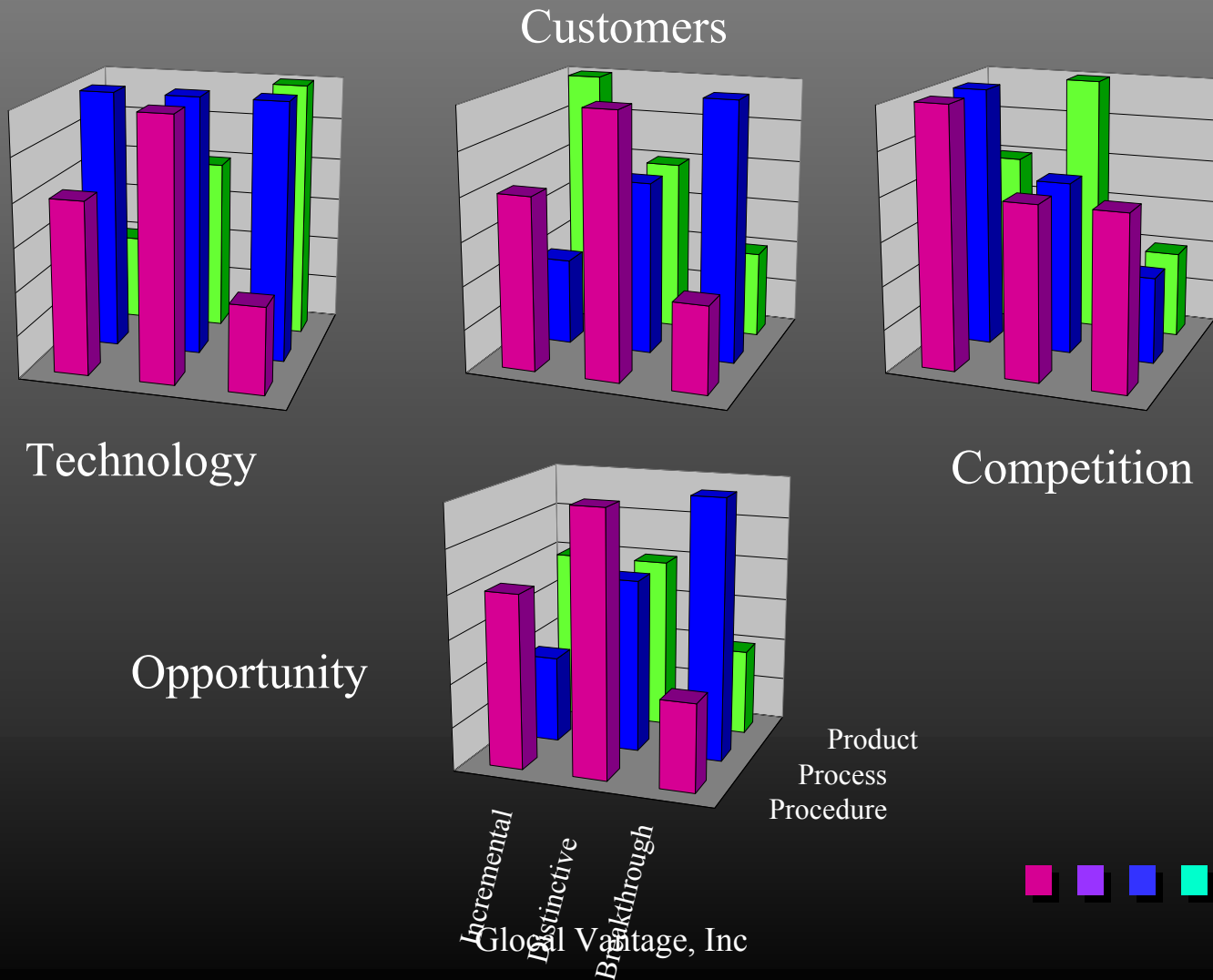
IBM Instruments: Customer Needs



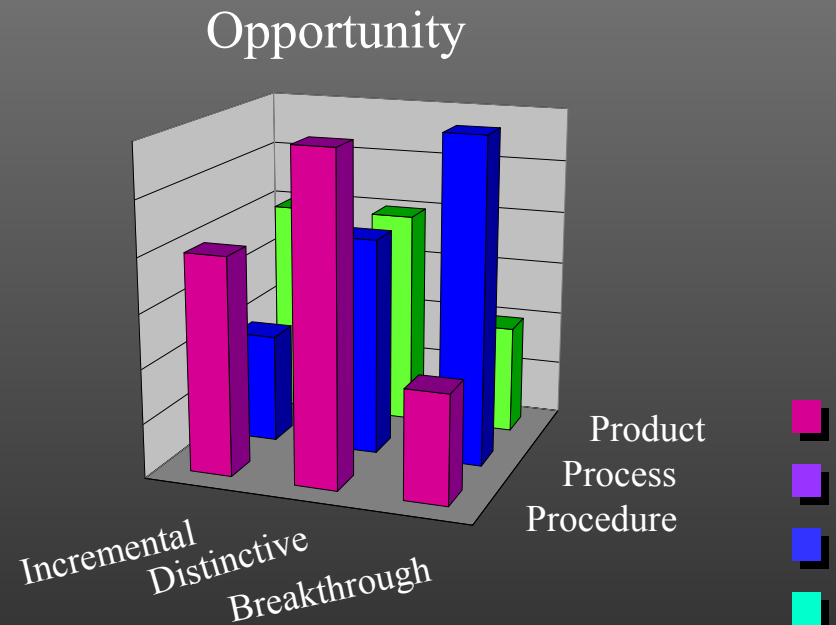
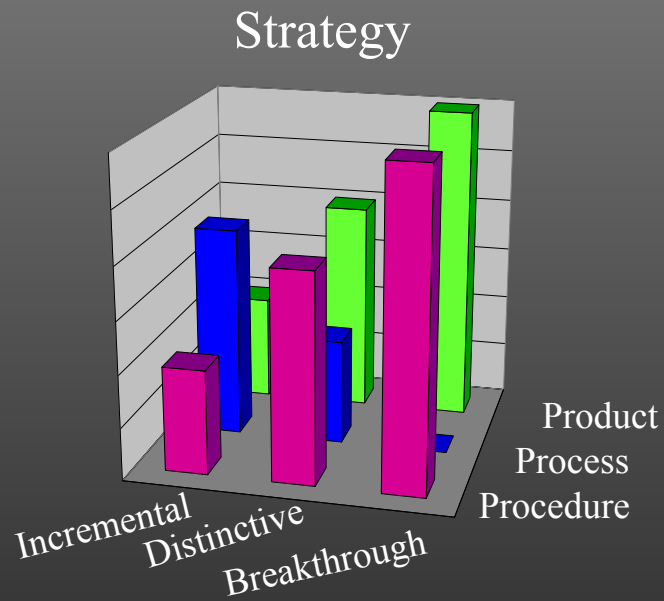
IBM Instruments: Competition



IBM Instruments: Opportunity

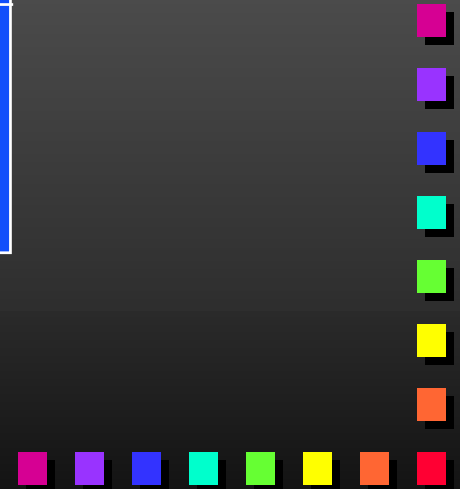


IBM Instruments

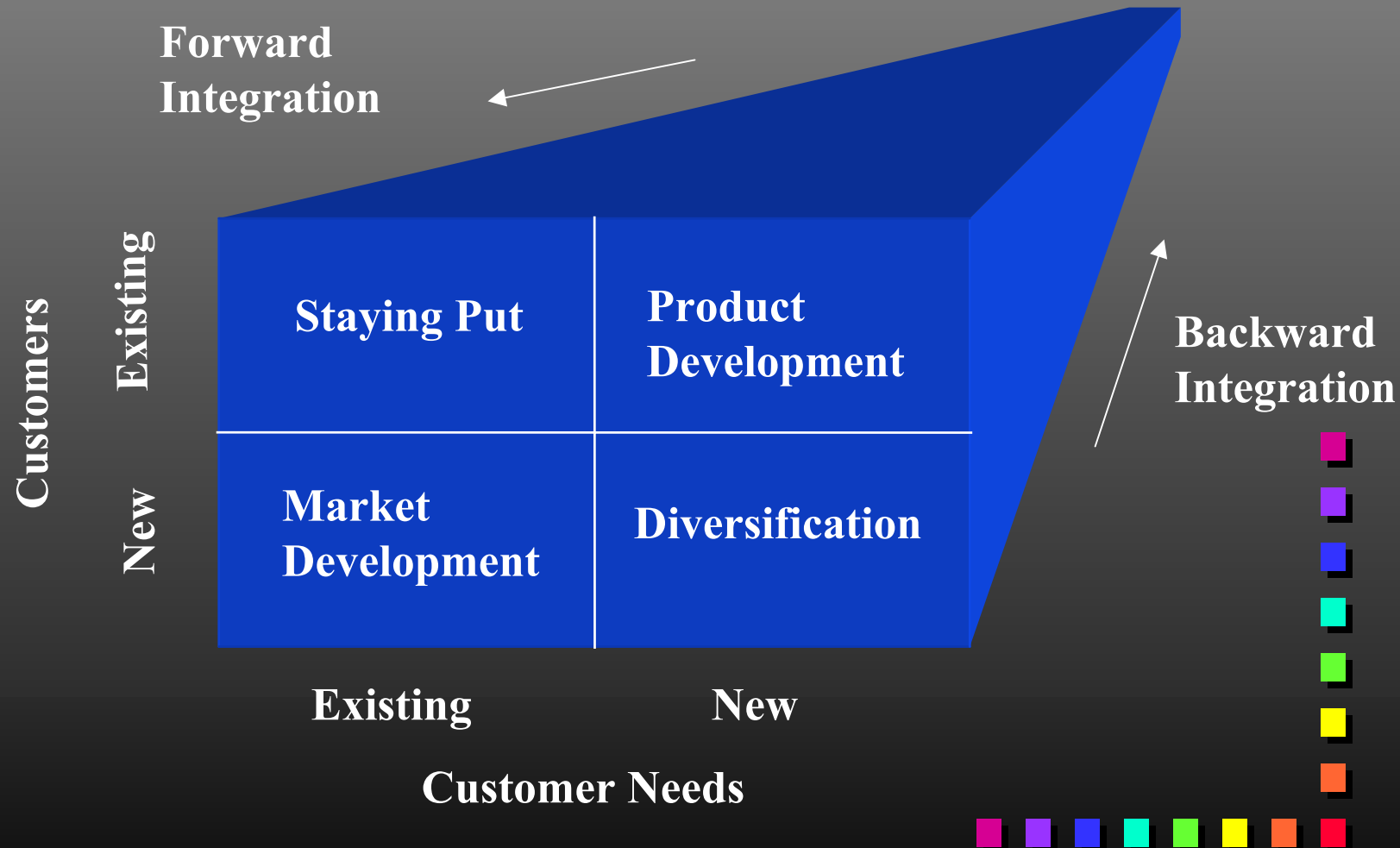


Innovation Strategies

Customers	Existing	Staying Put	Product Development
	New	Market Development	Diversification
		Existing	New
		Customer Needs	

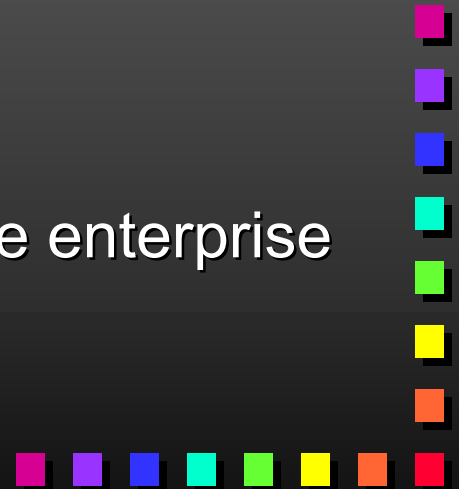


Innovation Strategies



Guidelines for Strategic Innovation

- Define the “window of opportunity”
- Delineate the market
- Delight customers
- Anticipate competition
- Forecast technology
- Appraise resources & capabilities
- Assess stakeholders
- Incorporate the purpose and culture of the enterprise



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